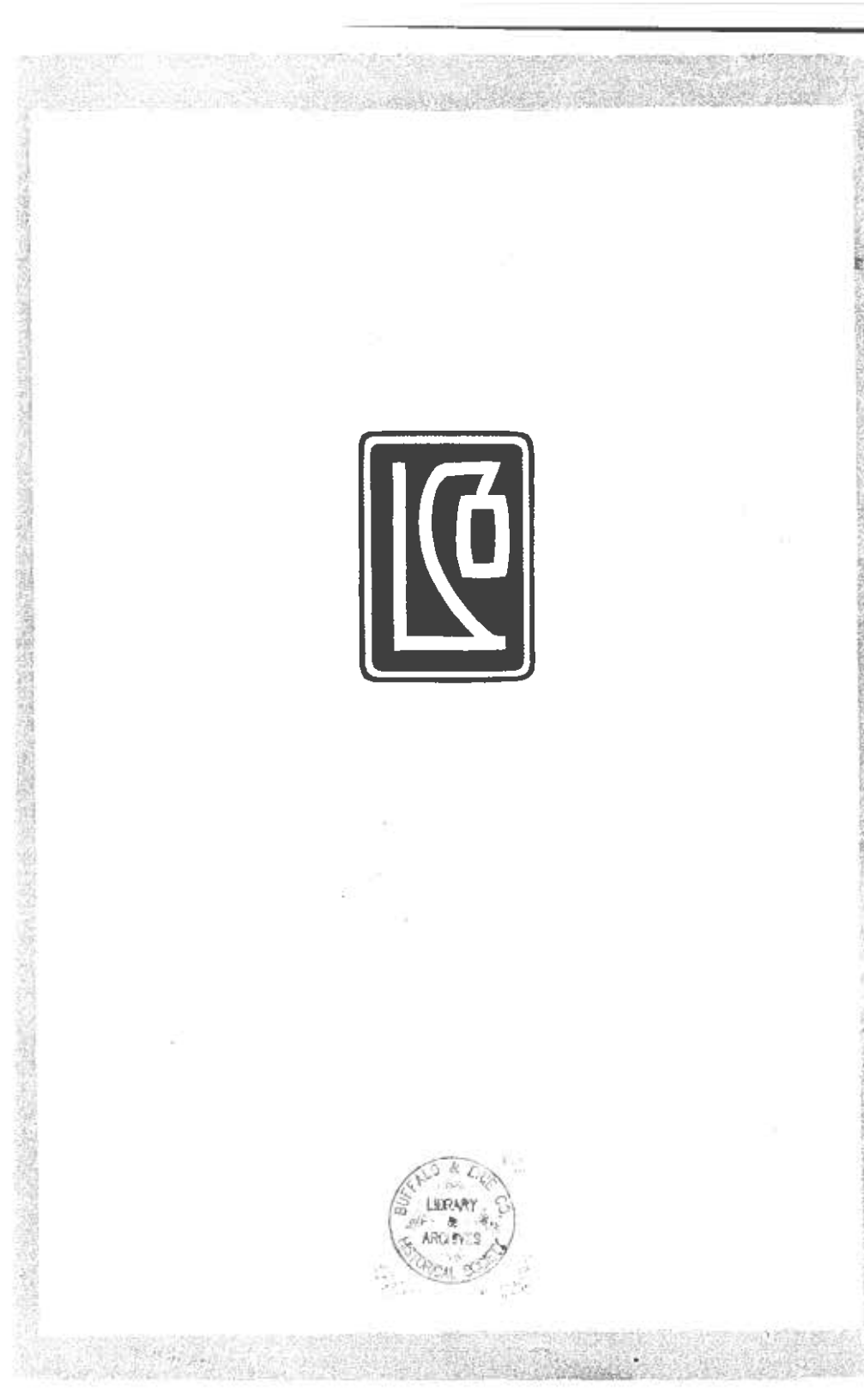

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MY-TRIP-THRU-THE LARKIN-FACTORIES

BY

"MARION HARLAND"

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Marion Harland

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MY TRIP THRU THE LARKIN FACTORIES

by "MARION HARLAND"

Published by

Larkin Co.

Buffalo, New York, U. S. A.

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Foreword

In presenting Marion Harland's booklet to you, we bespeak for it a careful reading. There are no words which could be omitted therefrom without making the text obscure.

The story of this remarkable woman's inspection of a vast establishment has been compressed into very few pages. Incidentally, on reading about Larkin methods and merchandise, you will gain valuable information about things of great interest to women. Most of the matter in the booklet has not heretofore appeared in print.

While modestly proud of Marion Harland's endorsement of everything she saw here, we feel that her intimate account will be of even greater importance to customer-friends than to us, as we are obviously more familiar with the business than they can be. We believe you will enjoy what follows, as much as we enjoyed Marion Harland's visit.

With high appreciation of your valued patronage, we are

Your friends,

(Signed) *Larkin Co.*

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The Vestibule

A Brief Review

The time has come to submit to the buying public information which will surely interest and benefit readers. We desire millions more to know how they can save from one-fourth to one-half by dealing here. We wish to inform them of the purity and sterling worth of everything offered by us.

For years we have tried to show the value of the Larkin Idea, which "saves all cost that adds no value," to everybody interested in keeping down household expenses. The steady encouragement and repeated orders from more than two million customer-friends prove that our efforts have been successful.

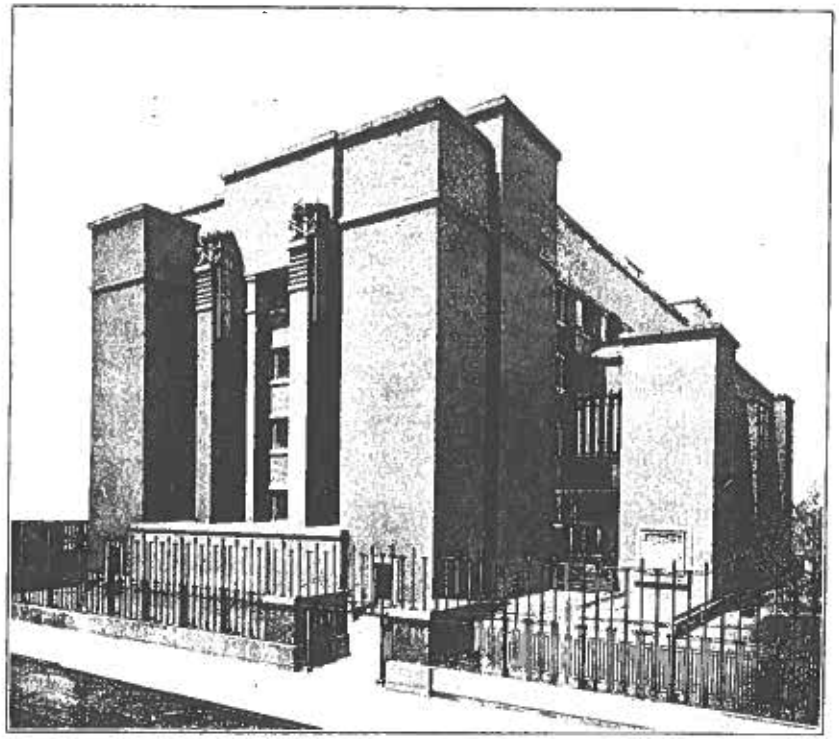
For some years we believed that a woman of national reputation—an acknowledged authority on household affairs—should look over our methods and our factories and tell her countrywomen what she found. We feel honored that "Marion Harland" consented to accept our invitation to inspect our factories. Her story follows. It will be greatly appreciated over the whole country and abroad, where she is esteemed as the highest living authority on housekeeping.

In case it was impossible or inconvenient for you to come here, we wanted you to have a correct idea of the Larkin plant and its numerous industries. Some illustrations are added of a few of many interesting exhibits. The facts which follow show how the enormous combined orders from our customers enable us to supply articles at far below usual retail prices.

In 1885, prior to the birth of the Larkin Idea, we made soap only. The business was in "short clothes" when we announced factory-to-family direct dealing, and offered goods on thirty days' trial. It is history that we were first to remove all barriers between manufacturer and consumer. Twenty-eight years ago the public was indifferent and gave little or no encouragement to the new idea. Many people were decidedly skeptical; others were openly antagonistic; a few only were mildly interested. For the most part, women and men were not concerned about the benefits we placed within their reach.

The Factory at the Start, in 1875.

To our standard soaps we began to add numbers of other articles needed in the house, and proved to thousands of housekeepers how unwise it was to pay middlemen's profits, and that the fewer intermediaries there were between manufacturer and consumer, the better it would be for the latter. We urged that payment of inflated prices to wholesaler, broker, traveling salesman, retailer, or middleman by whatever name called, should cease.



The Administration Building.—A "Temple of Labor."
(described on pages 13-22)

Thus began one of the most radical and sweeping reforms recorded in the annals of merchandising. There always had been lively competition, which we had met; but to this was added an onslaught by all the organized selling-systems of that day. Probably many people realized that the Larkin Idea was sound, and would succeed in face of all

opposition; but they feared to admit its soundness, lest they be deprived of their occupation.

Our new and better plan began to be favored by all classes with whom cost was a consideration. It was a decided success. May we say that it is a mistake to think that Larkin customers are only people of limited income? While it is true that hosts of these are customers, many rich people also deal here. They, too, object to paying exorbitant prices elsewhere for what will cost one-fourth to one-half less, if bought from us. They also are glad to save the difference.

So, altho for a time our articles were comparatively unknown, and the public at first was unresponsive, seemingly immovable obstacles were overcome, and the foundations of a great business were laid. Over twenty-five years ago we foresaw that people would want better goods, at prices lower than retailers demanded. We felt that an unlimited market would ultimately await the manufacturer who would supply best quality at lowest prices. It may be that others had similar vision. If so, they did not shape their course accordingly.

As sales grew larger, our output increased and manufacturing costs decreased. We were able to reduce prices still further. It is not necessary to write of the successes of later years, but we may say that the Larkin Idea has been tested by millions of thrifty people for over a quarter of a century, and was never found wanting.

For the splendid loyalty and continuous support of our multitudes of customer-friends we extend our deepest appreciation. Had it not been for these, the twenty-one factories would never have been built. We pledge ourselves to conduct this great business even more carefully than heretofore, and if possible give better values and better service. We ask those who are not availing of our practical co-operation to send for our latest Catalog.

What follows is from "Marion Harland."

Larkin Co.

John D. Larkin

President.

The Door Opens

When I accepted the Larkin Co.'s invitation to inspect their Buffalo factories—to peer into every nook and cranny—and to see how they conduct business, I was pleased at the prospect of viewing a model plant, whose good name is known thruout this country and in foreign lands.

One of the Guides for conducting visitors thru the Plant.

I thought that I could see everything in a couple of days and then, in a brief pamphlet, tell you this tale of a great national institution. That was a mistake. The task was far greater than I had supposed. Sixty-five acres of floor space can not be disposed of even in a book.

On my trip I was so fortunate as to be accompanied by my daughter, Mrs. Christine Terhune Herrick. We made a double inspection, by going into things together. I wish here to record my appreciation of her valuable assistance during the week we spent in Buffalo.

This plant means so much to housewives, in whom my interest is so great, that it has been hard to keep my story within bounds, and much interesting matter must be omitted for lack of space.

My friends, and the public generally, will want to read what follows, because it will bring financial relief to thousands. It makes clear how the cost of living can be greatly decreased, without sacrifice of quality, purity, full weight, measure and count, and sanitary handling. Read what follows! Then, if you come to see Niagara's wonders, visit the Larkin plant. It will be well worth while. But, if you can not come, I believe that in looking thru my glasses you will find a good substitute for personal investigation.

So thoroly impressed was I with statistics which the Company submitted in answer to my questions, that I obtained permission to use them. I believe that every woman should realize their significance. They give those unable to come here a vivid idea of what this plant has become, largely thru the co-operation of customers. They are an added, acute

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reminder of the enormous combined buying power which over two million customers possess. I learned that years of experience enable the Company to foretell, with remarkable accuracy, about what goods and quantities will be required. It buys accordingly, and shares all price advantages with its customers. The figures follow.

Marion Harland

The Court, showing a partial view of the floors opening thereon.
(described on page 15)

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Some Vital Statistics

Last year there were required to fill customers' orders, more than

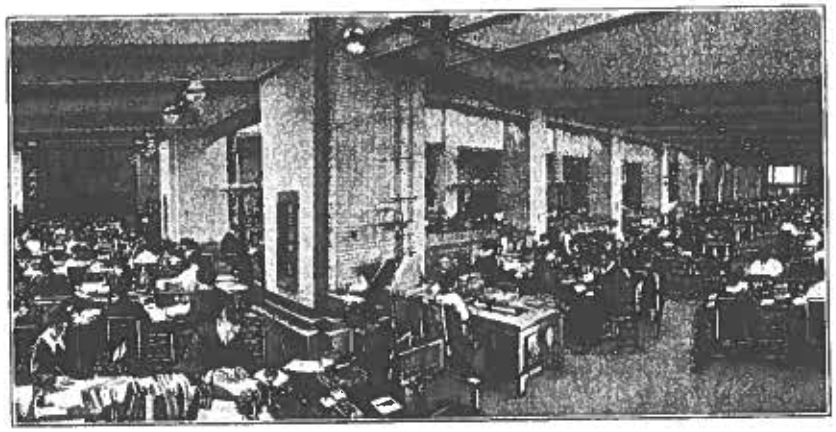
63,000 Bedspreads
116,000 Blankets
367,000 Lace Curtains
470,000 Tooth Brushes
480,000 pkgs. Dessicated Cocoanut
500,000 Stockings (pairs)
640,000 pkgs. Cocoa
750,000 pkgs. Chocolate
900,000 1-lb. cartons Corn Starch
1,000,000 Huck Towels
2,400,000 lbs. Pork and Beans (these would fill 60 freight cars)
2,500,000 3-lb. cartons Laundry Starch (to produce these and the Corn Starch required 240,000 bushels of corn)
5,000,000 Handkerchiefs
8,000,000 lbs. Table Salt, in 5-lb. cartons (these would fill 133 freight cars)
12,500,000 Sewing Needles, in 500,000 papers of 25 each
22,000,000 Hairpins, in units of 80 pins, each unit containing 5 different sizes
24,000,000 sheets of Waxed Paper, 12 x 18 inches, in 500,000 rolls
25,000,000 Safety Pins
69,480,000 Brass Pins, in 193,000 packages of 360 each
185,000,000 Carpet Tacks, in 370,000 cartons of 500 each; 8-oz. size
329,472,000 running inches of Cambric, 36-in. wide. If in a continuous sheet, these white waves would stretch from New York City to Constantinople
1,680,000,000 Wooden Tooth Picks, in 1,200,000 cartons, each containing 1400 pieces (these would fill 5 freight cars)

There are many statistics in the Pure Food Departments which are almost as large as the foregoing. To give them here would consume space that must be used for my story.

After thinking over these stupendous figures, you may want to take a fresh breath before reading what they will mean to you, if you decide to profit thru this highest development of practical co-operation.

The Administration Building

On alighting in front of the great rows of factories, the Administration Building is before you. It combines strength with dignity. Its lines are plain and its construction is arranged to utilize daylight to the fullest extent. Altho it has been visited by hundreds of thousands of people, who admired its beauty, strength and utility, and altho people from distant lands overseas came here and carried away details of the building to use at home, this 20th century structure is unknown to millions of our own people.



Two of the Numerous Groups into which the Office Force is divided.
(described on page 16)

If I were describing a large hotel I should refer to foyer, reception rooms, rugs, bronzes, flowers and other attractions. But in dealing with this plant I purpose going to the heart of things, rather than describing in detail the exceptional appointments of what a delighted visitor christened the "Temple of Labor."

The building was erected in 1906, on a separate tract on the north of Seneca Street, extending thru to Swan Street. It is five stories in height. Were it like many office buildings in great cities, I should not dwell upon its construction. But as it is conceded to be one of the world's finest buildings, it deserves more than passing mention, because of its original features, which always excite visitors' wonder. The building is fireproof. On entering its Seneca Street portal they see a tablet reading:

"Honest labor needs no master,
Simple justice needs no slave."

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Directly beneath is a sheet of pure running water, typical of the activities within the edifice, and the purity of everything made in the adjacent factories. On the left of the Swan Street portal at the rear, I read a tablet on which is inscribed:

"Freedom to every man and commerce with all the world."

The Company's export business, and importations of raw materials, reflect this sentiment.

This is what a foreigner, Mr. H. P. Berlage, the eminent architect in Amsterdam, Holland, wrote about it in a foreign architectural magazine, under the title, "Newer American Architecture": "The Administration Building of the Larkin Factories, in Buffalo, N. Y., U. S. A., is excellently lighted, despite the enormous wall masses. Whatever conception of the commercial building we may have here in Europe, nothing exists of such power as this American Building. . . . . I went away with the conviction that I had seen a genuinely modern work, and filled with esteem for the master who had the power to create a building which seeks in vain its equal in Europe!"

The officials and about 1,200 clerks are very comfortably housed herein. I learned that in its adjacent factories, 1,100 men and 500 women are employed. The Company's Pottery near here employs 300 workers, so that in Buffalo alone there are about 3,100 employees. In the Branch Offices, Warehouses and Showrooms in New York, Boston, Philadelphia, Cleveland, Chicago and Peoria, 700 men and women are employed. There are also several hundred employees in the Company's Mill and Chair Factory in Memphis, Tenn., and 270 workmen in its Bottle Factory at Greensburg, Pa. This makes a total of nearly 4,500 employees on its payrolls.

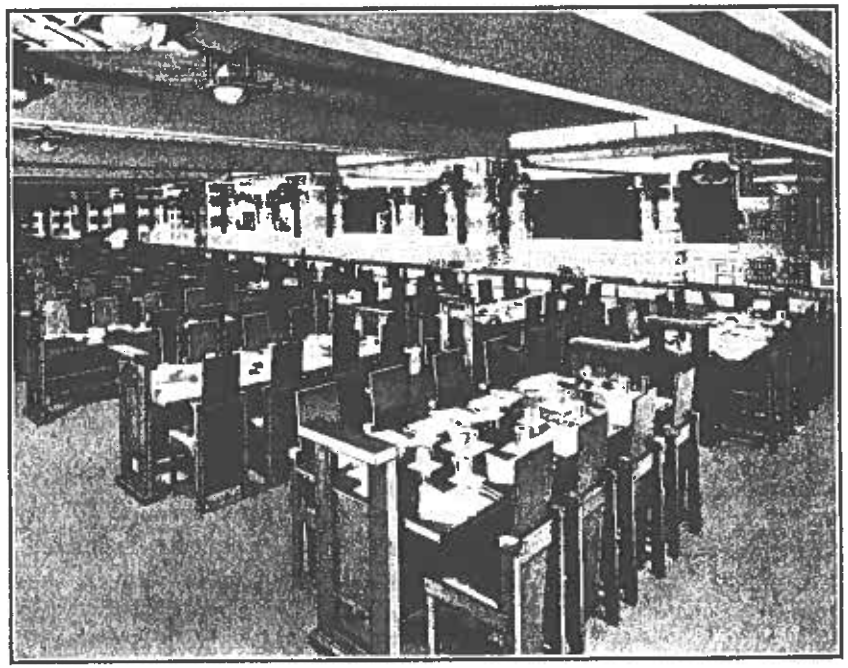
I was told that the popularity of Larkin goods is so great that strong overtures had been made to have Branches opened in every section of the country. But experience has proved that, aided by the Company's Buffalo factories, and those controlled by it in other places, the present Branches are well able to serve customers acceptably.

The basement is equipped with separate lockers for men and women. A pure-drinking-water-system, and modern sanitary arrangements, show the Company's care. Here is the Repair Shop, where hundreds of typewriters, billing, adding, and other machines are kept in good condition. Numerous devices for turning out forms and various kinds of letters required by the Home Office and Branches, are in service all day and often at night. This busy hive houses the Exchange which handles the pouches used in the pneumatic system with which this building and the

factories are equipped. It also contains the Outgoing Mail Department.

The great Central Court, extending from the main floor to the roof, has an attractive skylight, which, with the large single-pane glass windows, admits a flood of daylight. The building is immaculate and looks as if it had recently been completed.

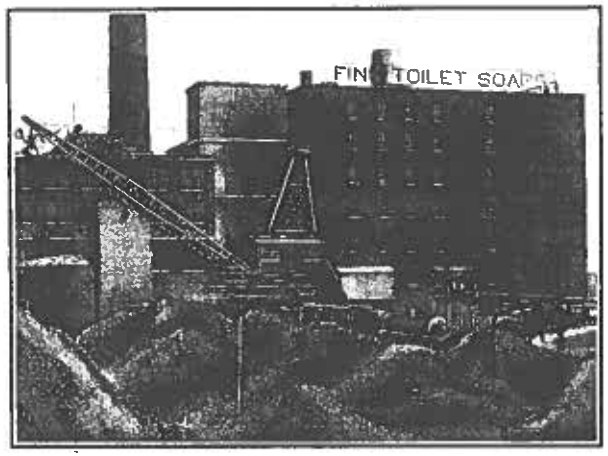
At the south end of the main floor are the offices of the President, the Vice-Presidents, the Treasurer, and his assistants. The officials do not seclude themselves, and it is always possible to interview them on



A partial view of Restaurant.
(described on pages 18-19)

legitimate business. Here are the cashiers and pay clerks. The Statistical Department is nearby and is the depository of costs that are constantly consulted. Across the lobby is the Employees' Sales Department. It deserves mention that very large quantities of Products, Premium Merchandise, and Groceries are needed to fill orders from thousands on the Company's payrolls, who buy everything possible here. As one said, "We believe in using Larkin goods."

Elsewhere on this floor are located the Accounting, Auditing, and Invoice Checking Departments. Everything received must pass thru them, so that any mistake may be detected before the articles go into consumption or are shipped. The Advertising Department, whose duties are indicated by its title, is situated on the west side, near the Secretary's office, in the north end. The Secretary oversees transactions of buyers and their assistants. Between his office and the south end of the Court are various Buyers' Offices, the Editorial Offices of "The Larkin Idea," and the Company's other publications; also the Office Manager's Department.



The huge revolving Coal Conveyor, and a section of the Coal Storage Yard.
(described on page 44)

One of the many unusual features which place this building in a class by itself is its furniture. All desks are made of steel, with fire-proof composition tops. The metal chairs have leather seats and backs, and swing from the desks. They can be folded and swung under the desks, allowing the floor to be cleaned without handling them. This feature saves the labor and expense which would follow if hundreds of chairs had to be piled on top of hundreds of desks and replaced after sweeping. As a systematic housekeeper who believes that time and toil saved are time and toil gained, this method of economizing both met with my unqualified approval and led me to wonder if some practical woman's brain had not been consulted when the office furniture was selected.

On the second floor are some of the Sales-Accounting Departments, which are divided into various States and Countries, each handling all details connected with orders turned over to it for attention. (Others are on the third and fourth floors.) Thousands of orders arrive daily,

are here checked, entered and distributed for prompt attention among various departments and in the factories.

Here are transcribers—young women supplied with wax phonograph-cylinders—whose duty is to reproduce on typewriting machines all matter that was spoken when the records were made in other departments. These records are made as operatic airs and speeches are made for reproducing by talking machines. There is accommodation for 150 operators, each of whom is supplied with an electrically operated phonograph outfit and tubes for carrying sound to the ears.

When a transcriber needs more work, an interesting device signals. The distributing clerk observes a red rod above the desk, and hands the disengaged operator additional records, whereupon the rod is lowered out of sight. The use of the phonograph greatly simplifies business. It would be more difficult and take longer to handle the great volume of correspondence but for its aid.

On the second floor, at both ends of the Court, are located the Stenographers' Departments, in which writing machines only are used. The stenographers handle all clerical work for which the phonographs are not adapted. Here is the Annex to the second floor. It has a Dispensary, with a nurse in attendance, who is supplied with everything required for first aid, or temporary treatment of disabilities. In connection with it are three rooms equipped with five hospital beds.

The Rest Room nearby has ample space, good light and attractive furniture. A player-piano adds variety and pleasure during the luncheon hour. Some of the young women come here to read; others prefer dozing, and some desire music. All are rested by their stay.

In addition to the Sales-Accounting Departments on the third floor, Inward and Registered Mails are handled. Thousands of letters arrive during the day, are skilfully sorted, classified and quickly distributed. It is amazing to see the rapidity with which mails are handled. This is necessary so that prompt shipments may be made.

Here is the Library, whose shelves contain several hundred volumes furnished by the Company. The room is attractively furnished and well lighted. The Buffalo Public Library maintains a branch here, with about 400 volumes, which are frequently exchanged. Any employee has access to the latest magazines, and may take current issues home. There is also what is known as the "suit-case aid." Clerks make a list of books wanted, and the desired books are brought here from the main Public Library during the day. Applicants take the books home at night and

save time and carfares. The third floor Annex also contains the rooms of the Young Women's Christian Association, where helpful counsel may at all times be had from the Secretary and her assistants. Nearby is the Lecture Room in which—when not used for lectures—class instruction is given. Pupils gain a better understanding of the more important work and are qualified for advancement. The rudiments of the business are taught in a beginners' class. In the south corridor of the third floor is a grand piano, with a portable player, for the workers' use.

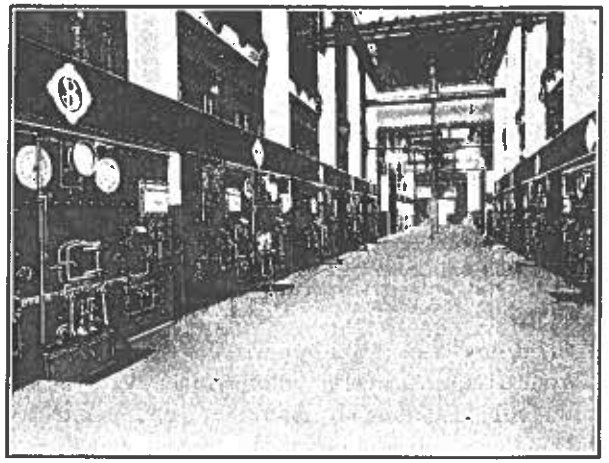
On the third floor Annex a School of Instruction is maintained, which qualifies clerks for more effective work. Students receive pay while being taught. The Company seeks efficiency in everything and spares neither effort nor money in its quest. When possible, high school graduates are engaged for clerical work. They consider it an honor to belong to the Larkin forces. On the fourth floor, in addition to two other Sales-Accounting Departments, is the Inquiry Department, which gives customers timely information. Business from any part of the world goes direct to its department by an overhead carrier system, which conveys carriers from desk to desk, floor to floor, and to and from the factories. Electricity is used for propulsion. Carriers travel to and fro continuously, rapidly and silently. Even smallest orders must go thru a regular course, and are filled as carefully as large ones. Everything is systematically done.

As this business serves over two million customers, it must have safeguards to reduce errors to the lowest point. The system is simplified as much as possible, and a definite routine is followed, to avert mistakes and delays. This requires clerks, correspondents, recorders, routers, billers and inspectors. The inspectors come last and review everything done, going carefully over the routing and billing, to insure accuracy before the shipment leaves the factory.

The fifth floor is devoted to the Restaurant and Kitchens. Interesting as were all the departments of the business, I confess that I inspected this section with peculiarly close attention and enjoyment. My experiences in housekeeping on a small scale led me to study closely the same kind of work when it is done more by wholesale than is possible in the ordinary home. So I kept my eyes open for all impressive details and I found a number to compel my admiration. The Kitchen in the north end is in charge of a competent chef, and burns only natural gas. From it all hot meats, vegetables and soups are served. The Bakery, at the south end, supplies bread, rolls and desserts. The Restaurant accommodates 600 persons at one sitting, altho only a small part can be shown

in the picture on page 15. This room, which is very attractive, is fitted in mission style with solid tables, and chairs with leather seats. The tables have swinging tops which can be tilted and used as seat-backs, when additional seating accommodation is required for larger gatherings. Hanging on the walls are worthy paintings of value. The Restaurant is conducted for the Company's clerks, and deserves high praise. I enjoyed the meals I ate there. All food is supplied at cost—sometimes below cost. To directors and distinguished guests is served the same food as the youngest clerk may order. Prices range from 1c. to 15c. a dish. The menu always shows from 65 to 80 articles. Soup costs only 3c.; roast beef and mashed potatoes 15c.; coffee with cream 3c.; ice cream 3c. Tables are reserved for visitors who have gone thru the factories. On returning from the inspection, guests, the number of whom was telephoned ahead, find awaiting them a collation of crackers, peanut butter, coffee and ice cream. The menu is changed with the season. The visitors' corner is a pleasant resting place.

At the north end of the Court the Golden Rule stands out in attractive letters on a panel. On the east and west sides and at the south end, other sentiments are inscribed, which fill those who use the building with lofty ideals and noble purposes. Beautiful conservatories flourish at the north and south ends of the two spacious tiled roof gardens. In pleasant weather these gardens are used for recreation. On clear days an extensive view in all directions awaits visitors.



Some units of the Battery of water-tube Boilers which make steam for soap-boiling and generate the electric power that operates the entire plant.
(described on page 43)

At the south end is "Inspiration Point," a name given by visitors, which has clung to it for years. From this coign of vantage I looked

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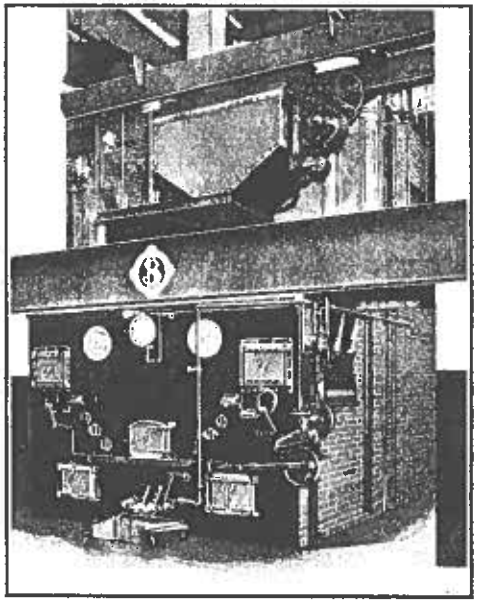
down on a part of three floors and the main floor, and saw hundreds of busy people at work. The outlook was inspiring. These alert men and women take a real interest in customers' orders.

An Employees' Savings Department encourages thrift among the workers. The Company receives their deposits as a demand loan only. Interest is compounded and credited at the rate of 5% per annum on the first of every January, April, July and October, even on the smallest balance. The Company will repay the loan on demand, in amounts of not less than $1, with accrued interest. This Savings Department exists solely for the accommodation and benefit of Larkin employees. It speaks well for them that on the day I was at the Department there was on deposit over $238,000 to their credit.



Face of a Boiler, with the elevated electric car that carries coal to the furnaces. (described on page 43)

Wires of both telegraph systems lead direct to this floor, and the Company is always in communication with all parts of the world.

During recent years hundreds of thousands of people have come here. It would require several volumes merely to publish the names of men prominent in financial, manufacturing, commercial, professional, and other circles who went thru the plant. I need not publish a full list of all distinguished foreigners who included its inspection in their American visit. Among the names registered here are these:

Baron Elichu Shibawaska, President First Bank, Tokio, Japan;
Nakano Buei, President Tokio Chamber of Commerce;
Baron and Baroness Kanda Naiba (he is a famous Japanese Educator);
Nimami Washitaro, Doctor of Agriculture, Japan;
Iwayo Sueo, the Japanese author;

Doi Mishio, President Chamber of Commerce, Osaka, Japan;
Matsura Toshia, Assistant Mayor of Osaka;
Nishi Mura Jiber, President Kioto Chamber of Commerce;
Otani Kaher, President Yokohama Chamber of Commerce;
Hara Rynta, Chief Engineer Yokohama Water Works.

In a party of visiting German scientists and educators who inspected the factories were:

Dr. Ing. Okkar von Miller, member of the House of Lords of Bavaria, Germany;
Count von Podewils-Durniz, former Secretary of State of Bavaria;
Prof. Dr. W. von Dyck, Rector Emeritus of the Technical University, Munich;
Dr. Wilhelm von Borscht, Lord Mayor of Munich;
Herr Ph. Gelius, Architect of the Museum of Munich;
Herr Alex Shirmann, Director of the Library of the Munich Museum;
Dr. Fuchs, Professor of Physics and Mathematics;
Herr Ingenieur Trautwein, Civil Engineer;
Herr Ingenieur Orth, Mining Engineer, and
Dr. Colin Ross, Secretary of the Commission.

Many foreign delegates to the International Congress for Testing Materials also went thru the factories. Among them were:

Prince Andrew and Princess Sophia Gagarin,
Prince Serge Gagarin, Prince Levin, these four being from Russia;
Alfred Deinlein, Chief Engineer of Ministry of Commerce, Vienna;
Peter Christophe, Chief Engineer Bureau of Roads and Bridges, Belgium;
H. J. Rabozee, Commandant of the Reserve Corps of Engineers, Brussels, Belgium;
E. Rung, Lieutenant of the Royal Corps, Denmark;
M. Malaval, Engineer of the Naval Artillery of France;
Col. J. Leon Gages, Director of Construction at Bourges;
Privy Councilor Monch, of the Imperial Marine Department of Germany;
Navy Councilor Schulz, of Germany;
Privy Councilor Jaeger, of Prussia;
Prof. Shoehe Tanaka, Doctor of Philosophy in Japan;

Dr. Fritz Carns, First Secretary of the Chamber of Commerce and Industry, Reichenberg, Austria;

Dr. Robert Mayer, Secretary of the Chamber of Commerce, Brunn, Austria.

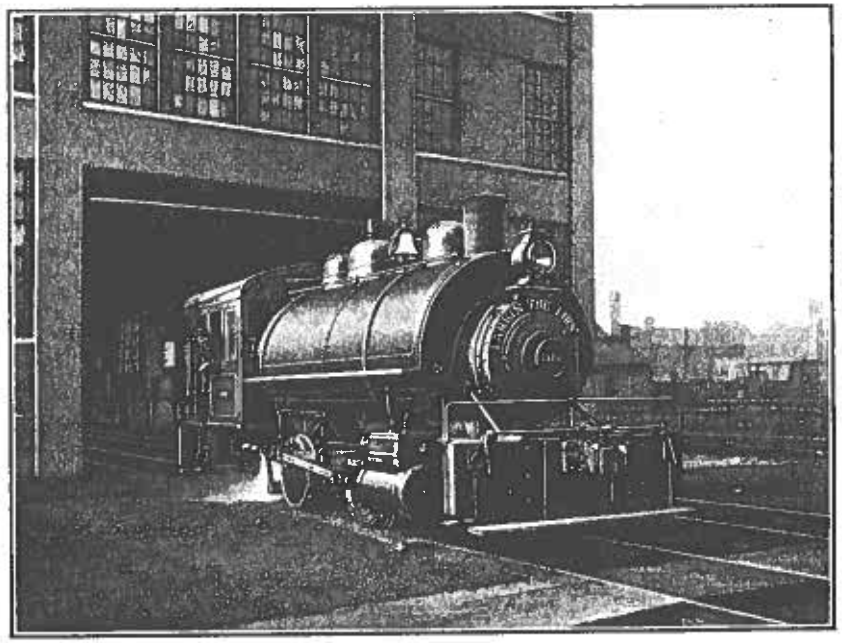
The Governors of several States also inspected the Larkin factories. Among the more recent visitors were Governors Folk, of Missouri; Norris, of Montana; Burke, of North Dakota; West, of Oregon, and Carey, of Wyoming.

Dr. Grenfell, Medical Missionary to Labrador, visited the factories last year, delivered an address, and ordered $458 worth of Products and Groceries to be sent to meet his vessel, the "George B. Cluett," in Boston. On January 16, 1912, my friend, Dr. Harvey W. Wiley, formerly Chief of the Bureau of Chemistry of the U. S. Department of Agriculture in Washington, D. C., lectured before the workers on his views of the Pure Food question. I was told that on going thru the factories he had only highest praise for everything he saw. Visitors from home or abroad always receive a hearty welcome.

Upon my asking the reasons for the great activity I saw, the management said, "It is the splendid loyalty and good will of our friends, more than anything else, which keeps this business at the top." The Company seems to regard itself as a trustee administering a large estate for the benefit of those interested. Its chief concern appears to be how it can best serve customers.

Inside the Factories

Travelers entering Buffalo on the New York Central, Erie, Lackawanna, Lake Shore, Lehigh Valley, and Pennsylvania Railroads can not fail to notice some of the factories comprised in the Larkin plant. Prominent signs are installed on their roofs. Arriving in Buffalo a stranger need only ask, "Where is the Larkin plant?" and will be told, "Take the Seneca Street car. It passes the factories." Cars of that line run past the prominent hotels and near the principal depots.



The "Larkin the First," oil-burning Locomotive, which hauls standard box cars in and out of the Factories.
(described on page 62)

The immense Larkin Plant is ten minutes east of the Union Depot, by trolley car, and comprises 16½ acres. To convey a correct idea of what this means, I will say that, in the way acres are subdivided in Buffalo, this area equals 200 city lots of average width. The tract is bounded on the north by Swan and Seneca Streets, comprising the distance from the New York Central Railroad bridge to Smith Street on the east. The west extends from Swan Street, past Seneca and Carroll, to Exchange

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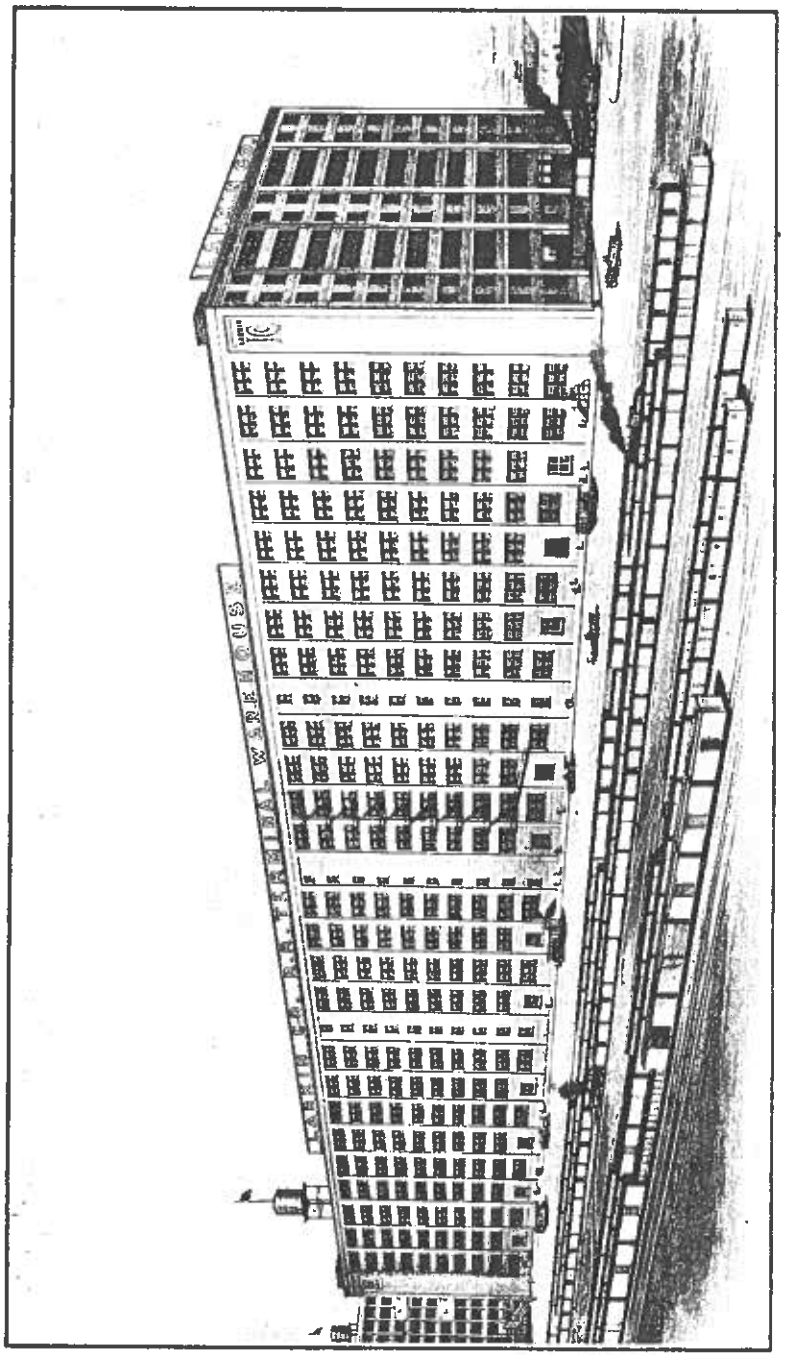

Larkin Terminal Warehouse. The latest type of steel and concrete construction. (described on pages 65-70)

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Street. On the east it is bounded by Smith Street from Carroll to Exchange Street. On the south it covers Exchange Street from Smith Street, passing Griffin, Hydraulic, Van Rensselaer and Larkin Streets, thence to the New York Central's tracks at Red Jacket Street.

It was wise foresight which, beginning with small pieces, many years ago, led to the purchase of this very valuable tract, lying in the heart of the manufacturing district. This involved the removal of probably 150 dwellings. Fine judgment led to the utilization of the land for model fire-proof buildings, equipped with modern machinery, whereby millions have benefited who otherwise could not have received the necessaries of life "free from middlemen's profits."

Each year over 52,000 visitors inspect the plant. Each year the number increases. Altho no mighty Niagara will here be found, some things as great in their line, and as well worth visiting, may be seen. Visitors are shown thru some of the factories by competent guides. Merely to visit the plant compelled me to do a great deal of walking. It was estimated that my trip covered several miles. I took it in instalments. Others are not taken over all the ground I covered, as such prolonged visits would tire them, besides interfering too much with the business. The usual trip with the guide is not exhausting and lasts about an hour.

Before me is a blue-print showing every street, factory, building, house, network of tracks, and the Company's vacant property. Ample margin remains to admit of erecting additional factories. I should like you to see this blue-print, but it is too many feet wide to compress within the limits of this book. The figures and illustrations which you will find in these pages impart some idea of what mere words can not convey.

The reason for the Company's extraordinary value-giving is no secret. Its ability to sell at such low prices is due very largely to Larkin customers. Not only does the combination of their orders make an enormous total, but their recommendation of the Company to outsiders swells the list. That is why it is nothing unusual for it to give an order to a manufacturer for half a million dollars' worth of a single article.

Its twenty-one factories are known by letters. I mention them in alphabetical sequence:

The Administration Building is Factory "A," for in it are continuously manufactured ideas for customers' benefit. Factory "B" was built in 1895, and is about to be rebuilt and made fire-proof. Factory "C" was built in 1895, and is about to be rebuilt and made fire-proof. In 1896, Factory "D" was built. It was recently converted by the Company's

own staff into a fire-proof building, without interfering with business. "D" Annex was built in 1897. Factories "E" and "F" were built in 1898. In 1900, Factory "G" was built, followed by Factory "H" in 1901; Factory "I" in 1902, and Factories "J" and "K" in 1903. Factories "L" and "M" followed in 1904; Factories "N" and "O" in 1907. Factories "P" and "P" Annex were built during the height of the panic of 1907, which did not stop the Company's progress. Several factories, grouped under the letter "Q," were occupied in 1908, and Factory Group "R., S. & T.," begun in 1911, was finished in 1912. Imposing as these factories are, I was more interested in what they house than in the structures themselves—in other words, in the men and women engaged in them, and in the products of their skill and labor.

New buildings had to be added constantly to keep pace with increasing orders. I asked, "Why do the orders come?" The management replied, "We think it is due to our sincere desire to do right and to our treating customers as well as we know how." Surely it was faithful adherence to these principles for 38 years that led to the erection of building after building, until now there are sixty-five acres of floors all crowded with business. "More room" is the cry.

This company was among the first to foresee the need of fire-proof construction and to build accordingly. A few of the oldest buildings were not at first fire-proof, because modern fire-proofing was almost unknown when they were built. But after men learned how to build fire-proof buildings, the Company gradually replaced the old with unburnable structures of brick, with high ceilings. This transformation was made without upsetting operations conducted inside.

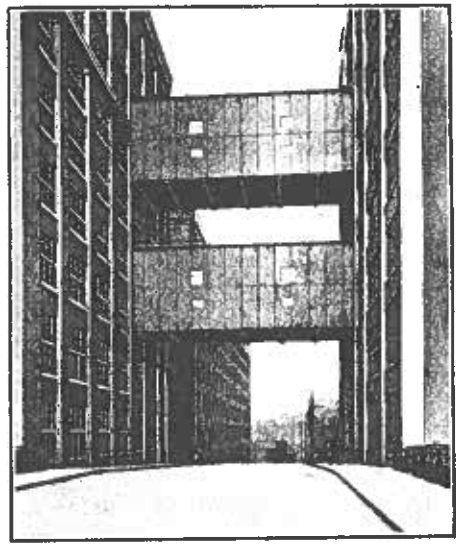
To insure absolute purity, a filtration system is used, by which all water used for drinking purposes and manufacturing is filtered, then re-filtered. All drinking water used in the Administration Building is separately filtered, but analyses prove that it really is no purer than the water used for manufacturing in all the factories.

I was impressed by the unusual length of time many workers have served the Company. A number have been here almost from the year the business was started. Hundreds have served for ten years, and a service of from five to ten years is nothing unusual. This is in such marked contrast to the brief stay many people make in business positions that it deserves comment. Do you not think it is a fair indication that these workers are contented and happy? I do. I feel that it should be printed in golden letters that no man on the Company's payroll ever

struck! What a magnificent contrast this forms to the feverish strikes going on elsewhere as I write!

From what follows you will get an impression of the great care insisted upon in every part of the operations conducted. Merely to mention all of the Company's Products would consume pages which are not available. But its free Catalog tells all about them.

I soon found that the hall-mark of everything in this plant is labor-saving and the utilization of by-products. Everyone co-operates to keep down costs. Waste is averted.



Two of the Span Bridges high above street levels, connecting various factories, and saving much labor. (described on page 63)

From the Administration Building I was escorted to Factory "B," whose first floor contains tiers of soap storage-tanks which stand on foundations in the basement. Steel soap-kettles of varying diameters rest upon steel pillars forty feet high, fire-proofed with concrete. These kettles rise thru the second, third and fourth stories and project above the last-named floor. In them all "stock" for laundry and toilet soaps starts. The factory is said to be very interesting from an engineering standpoint, because of its use of gravity in the progress of the work.

When a kettle is to be filled, the materials are pumped into it thru pipes from a storage-tank. The kettle must not be filled to its entire capacity, as lye and tallow are not on good terms when first introduced. Small quantities of each are used at the start, steam is admitted, and as these quantities are melted, additional materials are pumped into the kettle.

At the sides, and on the bottom of each kettle, are control-valves which the soapmaker manipulates as easily as an organist handles his stops. When boiled, the soap settles and is run thru side-outlets into finishing-kettles. At the bottom of these mammoth kettles are valve-

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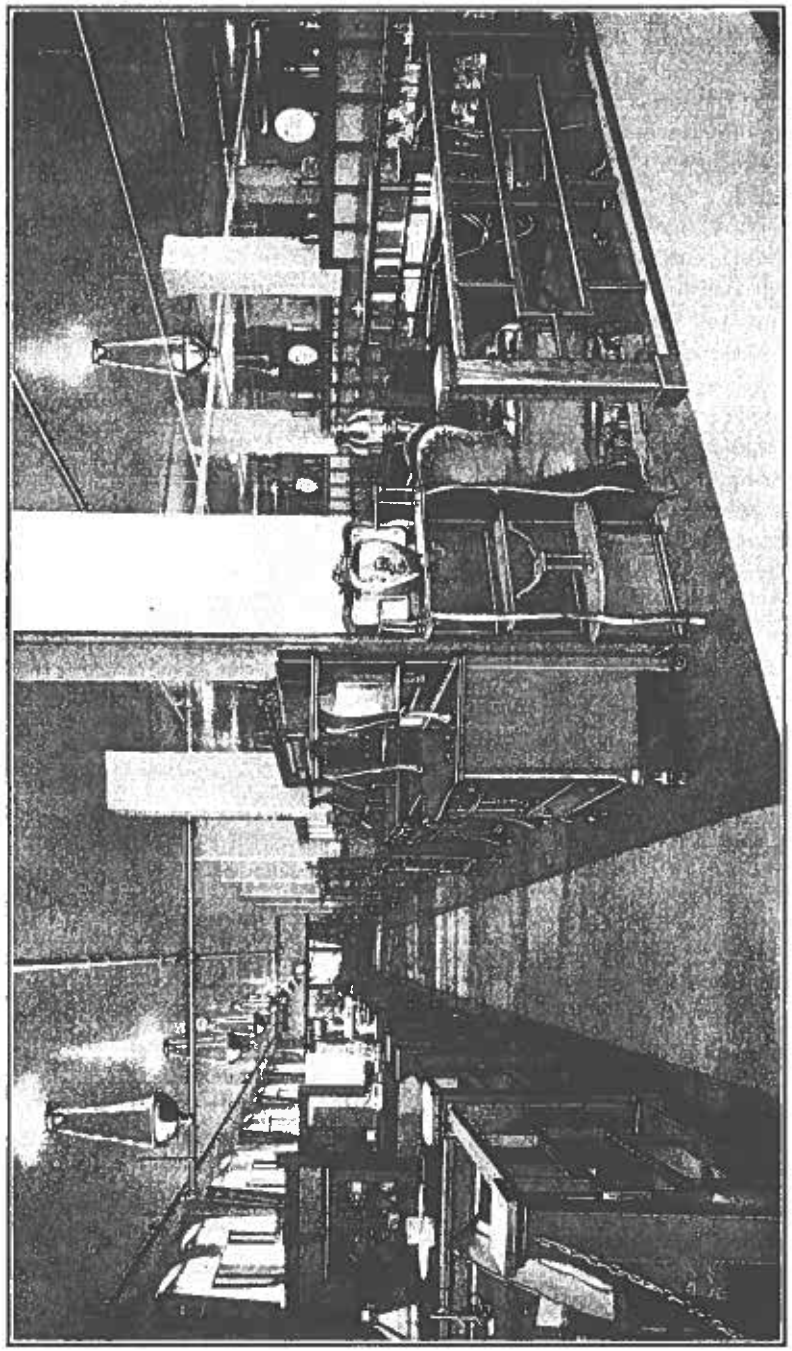

The new Showroom. Only a few of the many articles on exhibition, and conveniences for visitors, can be shown in this partial view. (described on pages 58-59)

controlled outlets eight inches wide, thru which the spent lye used in making soap is drawn off. The processes involved in soapmaking have been so often explained that I need not repeat that part of the story, especially as articles on the methods here followed appear from time to time in "The Larkin Idea"—an excellent monthly paper which keeps readers well informed. Every issue points the way to money-saving and better service. I read it with much interest and profit.

The first and second floors of Factory "C" are for maintenance and construction purposes. The Company's engineering corps comprises 125 men, who keep buildings, machinery, and apparatus in good order, erect additions to the plant, and assist in the building of new factories as required. In this corps I found almost every mechanical trade and profession represented. It proves capable of handling all the complex engineering and other problems which arise.

On the third floor is the Laundry, which washes and irons the Restaurant linen and aprons, and small towels used by workers. For the office clerks only, 5,000 individual towels must be laundered daily.

On the fourth and fifth floors "White Woolen," "Maid o' the Mist," and Transparent Soaps are made. "Maid o' the Mist" Soap starts in Factory "B," passes thru Factory "D," then enters Factory "G." The other soaps start in Factory "G." Transparent Soaps are for the toilet, and were formerly preferred because transparency was supposed to indicate purity. But the opaque soaps made here are as pure as the transparent. All of these toilet soaps are scientifically saponified, medicated, neutral and bland. They produce a profuse, creamy lather, and are equal to any domestic or foreign toilet soaps, regardless of price or source. "Maid o' the Mist" Soap floats, and in medium and soft water gives a lather suggesting the spirit of the waters from which its name was taken. That it is unsurpassed in the bath, I know from personal use.

On the sixth floor, miscellaneous articles, each in a separate class, are labeled, among them Mucilage, Ink, Library Paste, Wall-Paper Cleaner, and a large variety of home indispensables.

The basement of Factory "D" is used for storing deposits of salt needed in the boiling, to separate spent lye from soap in process. ("Spent" means lye after use in saponification.) While hot soap is yet a semi-fluid, salt is introduced and quickly dissolves, forming a strong, heavy brine. Soap is insoluble in this liquor and, being lighter than brine, rises to the surface, while the heavier lye falls to the bottom and travels by gravity into special tanks for recovering its glycerine and salt.

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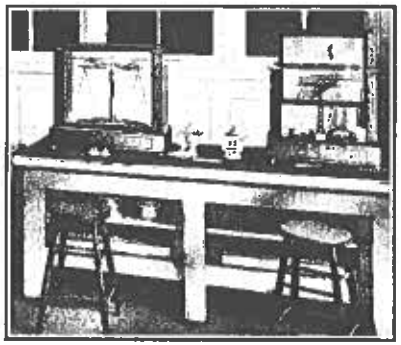
The first floor contains pumps for handling lye and other ingredients used in soapmaking. Large evaporators are located on the second and third floors, for boiling the spent lye. A chemical treatment, followed by the evaporating of spent lye, is the beginning of glycerine recovery. After the liquor has boiled to the consistency of molasses, the salt sinks to the bottom and is drawn off as "mush." Most of the salt is recovered in these evaporators. The liquor which remains is the crude glycerine of commerce. This is here converted, by using retorts, stills and filter-presses, into refined glycerine.



Typical Balance Room, showing scales with which each laboratory is provided. They are so perfect and delicate as to be sensitive to surfaces of a pound.
(described on pages 34-36)

The tops of the huge soap-kettles rise above the fourth floor. Around them much clear space must be left, for no matter how expertly handled, boiling soap is liable to leap over barriers at any time and do great damage. Nothing must be near the kettles then. Boiling soap may be likened to a volcano, which may not be active for years, but some day resumes activity and does much harm. When masses of fats, oil and lye are boiling, huge bubbles form from the steam admitted below to boil the stock. Sometimes these bubbles do not escape because of the dense, heavy weight of materials above. They grow bigger and when strong enough to fight their way upward, an explosion follows. For many years the Company has had immunity from such accidents, thru the great vigilance of the workmen.

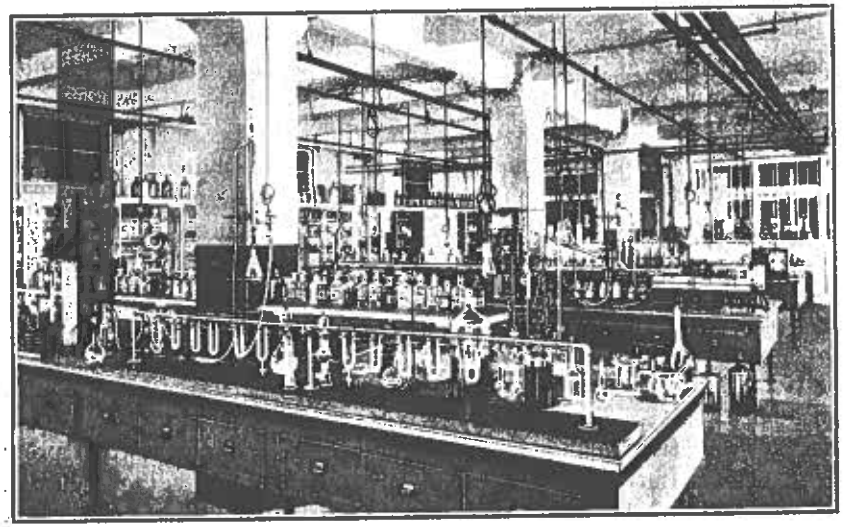
The fifth floor has the "crutchers," which are very efficient mixing machines, with a capacity of 1,500 pounds each. Revolving blades are used in them and act like a steamer's propeller. They rapidly stir the melted soap and require only a few minutes to accomplish what formerly took several hours when done by manual labor. As the semi-fluid hot soap is pumped into the crutchers, those ingredients are added which the Company's formulas, based on long experience, show to give best results. In a pasty condition the freshly made soap passes from these machines into metal-sided cooling frames holding about 1,200 pounds each. In cool weather four or five days, in hot weather several days longer, are demanded to cool the soap.

On the sixth floor are tanks for preparing various lyes needed in making different soaps. Toilet Soaps require different treatment from Laundry Soaps. The standard formulas followed insure perfect uniformity in quality.

"D" Annex is devoted entirely to the soap-kettles in continuous use. This factory is practically a monumental obelisk of soap, of staggering proportions. If the walls and kettles were removed, this soap-tower would be a wonderful object lesson.

Factory "E" has a receiving room which requires the entire first floor. There is not enough room for thousands of tons of incoming merchandise which need sorting and distributing, and the second and third floors are used for additional storage. On the fourth floor, Talcum, Tooth, Sachet, Deodorant Powder, and other preparations compounded on the fifth floor, are labeled and packaged.

Deodorant Powder seems unimportant compared with Coffee or bulky goods, but it is an essential factor in a woman's toilet. It is also highly valuable to people with whom she must come in contact. I know that this is a delicate subject to touch, but only false modesty will restrain sensible women from seeking what is best to use to prevent offensive perspiration.



The General Research Laboratory, which safeguards customers' welfare. "Perfect purity in everything" is the order of the day.
(described on page 42)

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Various articles mixed, ground and prepared on the fifth floor travel by gravity to the fourth floor. On the fifth floor herbs, arnica flowers, etc., are ground.

Peanut Butter also is manufactured on this floor. The increased cost of living is partly due to the high price of butter. Many efforts have been made to find cheaper substitutes, but have not succeeded. Even if the article were passable, its name has been against it, and people have not bought.

In many cases Peanut Butter was found an excellent substitute for butter made from cream. It has been known for long that the "goober" (peanut) was rich in food value. The Company was one of the original five manufacturers to discover the advantages of peanuts, and being confident there would be a big demand for products made therefrom, it installed a complete plant for manufacturing Peanut Butter and Peanut Oil.

From the South—where I was born and spent many happy years—it brings thousands of sacks of hand-picked shelled raw peanuts, which are in time emptied into a big picking machine that removes all foreign matter. Leading therefrom is a broad revolving belt on which the machine-cleaned peanuts travel from the picker to and between two rows of workers who face each other. They discard everything foreign which the machinery had failed to catch. The belt conveys the inspected peanuts to a bag at the end of a table, and the peanuts drop into it, having, up to this point, had three inspections. After this they are roasted, cleaned, blanched, cleaned again, and the right percentage of salt is added. They then go to the grinding-machine, revolving at high speed, in which, being very rich in oil, they are transformed into Peanut Butter. I was intensely interested in the entire operation and carried with me to New York a jar of this delicious butter, which I had seen made, from the cleaning of the goobers until the jar was filled and packed in its carton.

When spread on bread or crackers, many persons prefer Peanut Butter to cows' butter. Altho more nutritious, it costs much less than "print" butter, which it replaces in sandwiches. It is excellent for making candy at home.

Its nutritive value is indicated by laboratory analyses which prove that Peanut Butter contains 25.80% of protein. This is the highest in the list. Almonds come next with 23.70%; Walnuts have 12.50%. In "food value" Peanut Butter ranks first, with 90.8%; Almonds have 87.50%; Walnuts have only 54.70%. The improved machinery here

used results in perfect emulsification of the oil, and digestion is aided thereby. Sundry raw materials, and some finished products, are temporarily stored on the sixth and the seventh floors, and a part of these floors is used for storage.

Before me is a large stock of bulk Olives, of best quality, in fine condition, procured direct from the most reliable European growers. It shows what ready cash and large purchases can do. I was told that formerly only smaller sizes—about 45 olives to a 16-ounce bottle—were packed. A demand for larger sizes having arisen, these luscious olives are now packed 30 to the usual so-called pint bottle. If larger than this size, they would not be so manageable.

The Compounding Room, in which everything is done according to proved formulas.
(described on pages 36-37)

On the eighth floor Mustard is ground and prepared from the best grade of seed, spices and vinegar. Machinery does everything, from extracting the oil from the seeds to sealing the bottles with air-tight caps. This freedom from contact with hands appealed to me very favorably; it is so much cleaner.

Factory "F" is particularly interesting, because of the great values therein housed. The basement contains bottle-washing machinery. It is important that every bottle used thruout the plant be absolutely clean. Here millions of new bottles are cleaned and dried yearly. The basements of Factories "E" to "O," both inclusive, are also used for bottle storage. Because of the heat glass-blowers do not work in July and August, and very large space is required for carrying reserve stocks of "empties." Only in this way can shortage be averted.

The Company is the largest user of one-ounce perfumery bottles in

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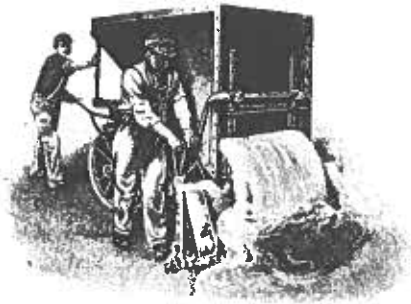
the world! Having found it impossible to get satisfactory supplies of bottles elsewhere, it acquired and owns its Bottle Factory at Greensburg, Pa., thirty-one miles east of Pittsburgh, on the Pennsylvania Railroad. In this plant thirty million bottles are blown yearly. After using 60% of the output in its Buffalo factories, it sells the remainder to other concerns. The factory is 93 feet by 350 feet in area and employs 270 workers.



Car for conveying Boraxine in process of manufacture.
(described on pages 41-42)

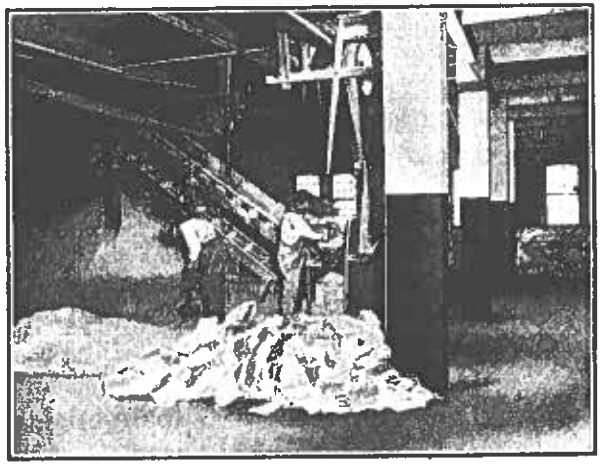
As in the adjoining "E" building, the first floor of Factory "F" is needed for receiving goods. The second floor is used entirely for storage. The third floor helps out the second floor by accommodating merchandise for which there is no room on the floor below. I was next conducted to the Perfumery Department—a model in every respect—occupying a large part of the fourth, fifth, and sixth floors.

Figures alone do not enable one to realize immensity in size or value. When I looked at over $50,000 worth of oil of rose, known as Attar of Roses, I could hardly believe that such large values would occupy such small space. The chemists set aside $10,000 worth for photographing. The picture shown on page 41 is from the negative taken for me. The nine "coppers," with the official seal of the Bulgarian Government, held 625 ounces of this oil, whose money value was $10,000. The $50,000 lot occupied only part of a shelf. It is fortunate that the Company has this reserve, because most of the oil comes from Bulgaria, and the war there stopped exports. This Attar of Roses is made by steam distillation. The French attar is made in Grasse, France, where the aromatic constituents of the flower are extracted by means of volatile solvents.

Here are essential oils and pomades from France, which, in a single pound of pomade, contain the concentrated odor of 3,000 pounds of flowers. About 20 years ago the general custom was to extract the odorous bodies from the flowers by the use of purified fats whose product was called "pomade." Today the pomades have largely been replaced by the use of floral "concretes," obtained by the aid of volatile solvents. The fresh flowers are treated with petrolic ether, in an extracting-apparatus. The resultant extracted fluid is then transferred to a vacuum still,

wherein the petrolic ether is recovered. The residue in the still is the floral concrete, containing all odorous bodies which were in the flowers. After having yielded their valuable properties, the petals are discarded. A further advance is made in preparing these concretes by washing definite quantities with neutral spirit, which is the purest obtainable form of alcohol. The washings are next chilled by refrigerating appliances, and the wax, which is an inert body, is removed during the process. The washings are then in condition to be used in making various floral perfumes, in combination with certain fixing agents.

"Fixatives" are required in manufacturing perfumery. Among them are ambergris, civet, musk and sundry synthetics. ("Synthetics" mean substances chemically compounded to take the place of natural products.) Some perfumers employ what I might call "stock," like chefs make "stock" for various soups. To the perfumery stock are added various ingredients required to produce the scents wanted. They are needed to restrain the volatile ingredients used from becoming too fugitive.



The Mills in which Boraxine is prepared.
(described on pages 41-42)

The perfumery strong-room is full of all kinds of valuable products needed in manufacturing. To give you an idea of the packages in which these treasures were imported from the far East and other distant lands, I had a group photographed. The large coppers shown in the combination picture on page 45 held fifty pounds of oil of bergamot, worth $350. The small coppers contained ten pounds of menthol, worth $80; three pounds jasmine concrete, worth $192; three pounds oil limette, worth $7.50; ten pounds oil of rosewood, worth $55; eight ounces liquid essence of orange, worth $64; and eight ounces liquid essence of violet leaves, worth $74. The large cylinder

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shown held 247¼ pounds of Turkish oil of geranium, worth $989. This small group represents a value of $1,811.50. Here is musk, an exceedingly minute quantity of which is used for "bouquets" which yield the most acceptable perfumery. The least quantity of this essence makes its presence known. Musk is taken from the musk deer—a little animal about two feet high, found in the colder northern parts of China. It has long hind-quarters, and the traits of the rabbit. Under the forepart of its abdomen is a small gland of thin blue skin containing the pods which hold the musk. This animal is shot with bows and arrows. It is difficult to get the original contents of the pods, because, when possible, the Chinese adulterate them before selling. On opening, you may find anything from nails to bits of a Chinese prayer-book. The best varieties of musk come from Tonquin and Sawkow, and are worth from $288 to $400 a pound. Here also is ylang ylang, imported from the Philippine Islands and used in some popular odors.

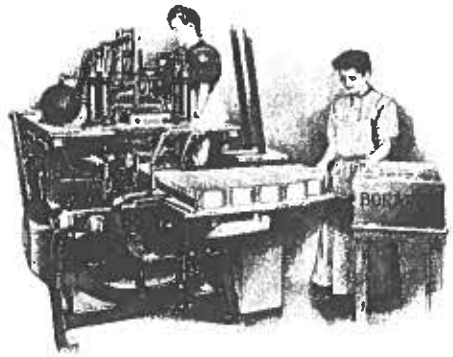
A wide difference of opinion exists among refined people regarding the value of perfumes. Unfortunately, some users seem to have lost the true sense of smell, and others, because of catarrhal troubles, can not rely upon that sense. Habitual smokers are not competent judges of delicate scents, and are likely to think coarse perfumery is "fine," and that choice perfumery is inferior to the coarse. I caution my readers against judging erroneously. There is educated taste in perfumes, as in paintings, rugs, and many other fine things.

Looking at the very costly and complete assortment of all ingredients entering into Larkin Perfumery, I do not see how it would be possible to prepare anything purer or better. I had no idea that such an enormous stock was carried; but the reason is clear, when I remember the French saying, "By the perfume a woman uses it is easy to define her taste and her breeding." The perfumes made out of these valuable essentials are appreciated by women of refinement. They will be surrounded by something delicate and not too elusive. They will here find a large variety of fine Quadruple Perfumes and refreshing Toilet Waters.

Enough cartons of Boraxine are sold yearly to entirely cover the surface of a fifty-four acre farm, if placed side by side.
(described on pages 41-42)

The Pharmaceutical Laboratory, maintained on the fourth floor, handles articles that properly belong to that department. It amazed me to learn how many customers rely upon Larkin for everything—from

a Sanitary Tooth Brush to a Seidlitz Powder. If anyone from whom the Company buys should deliver an inferior article, it would be here detected. There would not be an opportunity to repeat the experiment, altho one more trial might be given, if it could be proved that a mistake had been innocently made. Buyers, superintendent, and chemists rely implicitly upon these laboratory analyses, for only by them can they tell exactly of what goods are composed. A large variety of Toilet and other Preparations is made here, including Antiseptic Solutions for the mouth and throat, and several others, among which are Bay Rum, Petroleum Jelly, Smelling Salts, etc. Large quantities of Hair Tonic are made, and persons who had used a French brand for years told me they much preferred Larkin. The Company adheres strictly to the formulas laid down in the U. S. Pharmacopœia, the recognized official authority. Its Arnica Tincture, Camphorated Oil, Spirit of Camphor, and other pharmaceutical preparations, are all in strict accordance therewith.



Boraxine leaving the automatic wrapping machine, ready for shipment.
(described on page 43)

Vanilla Extract is made on the fifth floor of this factory. It seems a small article, but when ice cream is served, and the flavor proves so rank that the family or guests can not eat it with relish, it is a big thing. Fine vanilla extract is one of my hobbies. I was shown an article in "The Larkin Idea," entitled "More About Vanilla Extract," which is so instructive and valuable that I advise you to read it and learn about 5,987 preparations offered on the market as "Vanilla Extract" and sold to innocent users under the name "Vanilla." No wonder housekeepers have trouble with those "extracts," for they contain no vanilla. Those accustomed to such bogus preparations will be apt to complain about genuine vanilla extract and call it "tasteless," until they learn what the genuine contains, and can unerringly discern its delicate flavor.

There are many cases on shelves around four sides of a room on this fifth floor, in which only the best grade of vanilla beans is stored. These are Mexican and Bourbon beans, the latter from Reunion Island, in the Indian Ocean, where a French colony exists. This was formerly called

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Isle de Bourbon. A workman opened a wooden case, which held the vanilla beans, and cut the inside tin box, in which they are kept air-tight to prevent deterioration. These beans had a delicious aroma and were tempting enough to eat. I asked them to photograph an open case, and you will see the beans in the picture on page 50.

In the process of making Vanilla Extract, the beans are chopped, then ground, and conveyed to the macerators, in which the ground mass is agitated in liquids that extract most of the vanilla principle from the bean. What the macerators fail to remove is then absorbed in percolators, in which the extracting liquor slowly percolates thru the mass, carrying with it the rest of the vanilla. The finished extract is next conveyed to steel, glass-lined storage-tanks, holding over 3,000 gallons each, in which it is aged and seasoned, then bottled. I know that the ingredients used make Larkin Vanilla Extract soft, velvety, and delicate. It contains only the true vanilla principle. On the day I entered this room there was over $51,000 worth of vanilla beans on hand.

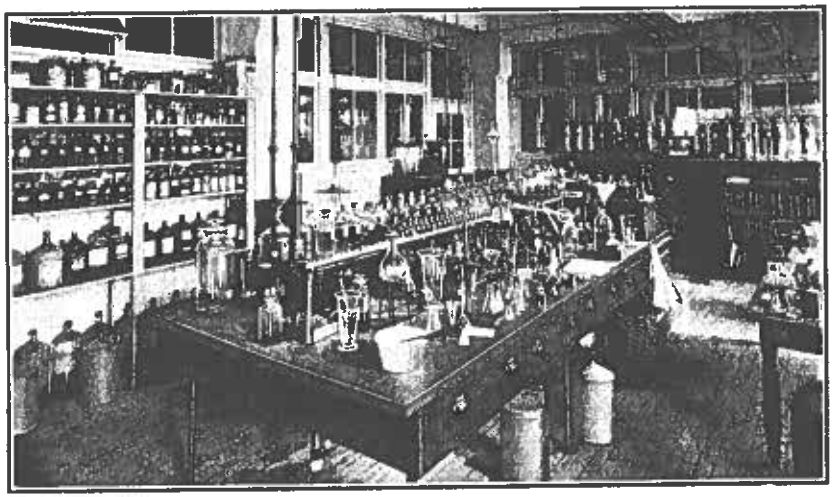
The sixth and seventh floors are used for storage. Olive Oil is also packed here. To do it justice would require a booklet, treating the olive from its home in Southern France and following it thru the processes of gathering, drying, sorting, pressing, preparing for market, and shipping to our country. There are many brands of olive oil on the market, each claiming to be best. I wonder whether those dealers who are loudest in their claims are willing to show people where their oil came from and how much they paid for it abroad. Will they show certificates of purity from the French Government chemists? Did it come from Marseilles, from which port much inferior oil comes? I had access to the Company's records of purchases and everything connected with transporting the oil to Buffalo. Regardless of what may be done by other concerns, I saw evidence proving that no impurities will be found in Olive Oil that leaves this factory.

The seventh floor contains the large Fur Department, in which thousands of warm fur garments, sets and pieces are carried in readiness for winter demands. It would seem as if it would take many months to sell this large stock, but I was told that every garment would be sold long before the end of the season.

On the eighth floor is the Rug Department, and here, too, an enormous stock is carried. The rugs are rolled on poles so as to reach their destination in perfect order. When unrolled, they lie entirely flat,

without creases. In this precaution, the Company's watchfulness over customers' interests is again shown.

The first floor of Factory "G" supports the huge soap-finishing kettles which rise thru the second and third to above the fourth stories.



Section of the Perfumery Laboratory, where the delicate Toilet Extracts get their start. (described on pages 34-36)

These are 30 feet in diameter and 40 feet in depth and rest on concrete beds, their tops extending to a height a little below the summit of the boiling kettles in which the soap in process had its start. These beds occupy what would otherwise be a basement. Enough "drop" is allowed to permit the semi-fluid mass to travel by gravity from the boiling kettles to them. This dispenses with the heavy expense which pumping would cause, and by reason of this and other economies, you and I pay less for Larkin Soaps.

On concrete beds rest five large kettles, in which spent lye liquors are chemically treated to recover their glycerine. On the second, third and fourth floors are tanks in which the glycerine is subjected to chemical treatment, and the pumping machinery this requires. As the tops of the soap-boiling kettles rise above the fourth floor, all space near them is left unobstructed, to guard against a possible overflow.

The fifth and sixth floors are occupied by various miscellaneous manufacturing departments. Here White Woolen and certain Transparent Soaps are handled, and Borax, Cleaning Paste, Dyes, Furniture Polish,

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Ink, Laundry Sundries, Library Paste, Liquid Glue, Metal Polishes, Shoe Dressings, Silver Polish, Wall-Paper Cleaner, Wax and other supplies are prepared. The die makers, who make all new dies for soaps and keep old dies in repair, have quarters here. The Company's designer furnishes sketches to scale and the die makers cut the patterns wanted, in bronze castings, by hand or machine. The dies required for tin cans and other containers are made in their respective departments.

The basement of Factory "H" contains the Refrigerating Plant, which cools the air in the Administration Building. Carbon dioxide is compressed from its gaseous state into liquid form and sent thru piping under the street. The liquid is evaporated there and absorbs heat. After cooling the Administration Building, the gas is returned to the basement of Factory "H," and again cooled and liquified.

Horn in which Civet is imported from Arabia. (described on page 35)

On the first floor are housed the pipe-, boiler-, tin-, and general-maintenance shops, holding a maze of peculiar shapes of metal. Everything is in good order and identified by tags, ready in any emergency for immediate use without confusion.

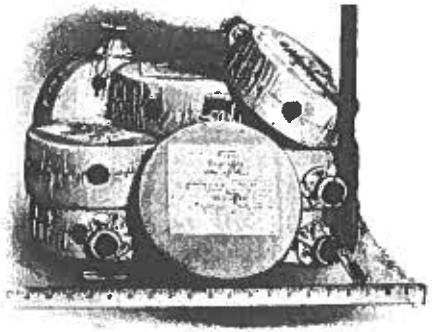
The Machine Shop occupies the entire second floor. This very important factor in the upkeep of the plant is a model of efficiency—at least to a woman's eyes. The Laundry Soap Cutting and Drying Departments are on the third floor. On the fourth floor rest more frames, each holding 1,200 pounds of hot, fresh soap, which is cooling. Drying, milling, perfuming and pressing of Toilet Soaps take place on the fifth floor. For these purposes special machinery was imported from France, but almost all other machinery used thruout the plant was "made in America."

On the sixth floor various kinds of Scouring Soaps are manufactured. So many new articles are offered to the public, that it is no wonder housewives are sometimes perplexed or confused. For years it has been my habit to test new products, if offered by firms of good reputation. I have weeded out everything unsatisfactory and now use only those articles which have stood the trial. I have found this a good plan, and when an article satisfies me completely, I hold to it, having learned that firms who value their reputation highly do not rest on their laurels, but constantly seek to improve results. This is especially true of the Larkin Co. It conducts its operations scientifically and keeps careful records of results. It knows its own articles and also is well informed on those others offer.

Thrifty housewives are aware that an article offered below current prices should be tested to learn the reason for its so-called cheapness. I know this well. Some time ago I bought some canned Bartlett pears which proved delicious and pure. A friend objected to their color and said it should be very much whiter, like some pears he had seen in glass jars. I got some of his "blonde" pears and had them analyzed by a chemist who does my work. If you should see what he found, you would prefer to eat my "brunettes."

But it is not only fruits that are "doctored." The same pernicious work goes on in less costly articles, such, for example, as washing powder. Clothes come from the laundry with holes in unexpected places. If women knew what chemicals were used to do quick work and "whiten," they would demand a reform or else change laundries. The same holds good in the home. Compounds are used by ignorant maids, which will not fail to shorten the life of the clothes.

The Soap Powder here made has the pleasant name of Boraxine. The process used in manufacturing is something like that described under soapmaking. The raw materials are boiled and crutched, and the product, while in a partly liquid state, is conveyed by a special iron car to the section of the factory where it is air-cooled and let harden, then broken into lumps and run thru the mill, from which it emerges ready for temporary storing. Over 20 tons are ground daily. Boraxine is sent from storage thru hoppers leading to automatic filling- and weighing-machines. Empty cartons travel on a belt to these machines, which weigh a pound of Boraxine, drop it into the carton, fold the package and seal the top. The filled and sealed cartons go on to the wrapping machine, which picks up a wrapper, lays it on a tiny elevator and places on top of it the filled and sealed carton. The package vanishes, then issues fully wrapped, with ends neatly folded and glued. From the large daily shipments it is obvious that there is an enormous demand for this ideal washing compound, which can not



A $10,000 unit of Attar of Roses, occupying a space of only 15 x 20 inches. (described on page 34)

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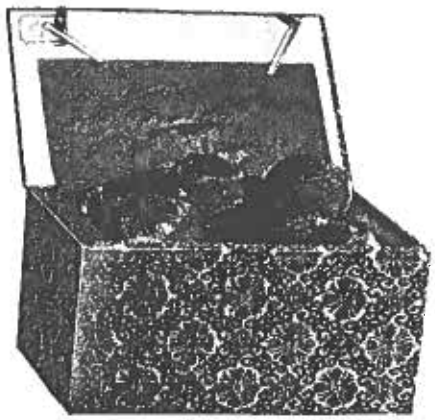
injure the finest fabrics. By many housekeepers it is used for dish washing, a purpose for which it is admirably adapted.

I had now reached the General Research Laboratory, maintained for testing food products and determining whether goods purchased from outside manufacturers are up to the Larkin standard of perfect purity. Textiles are here taken apart and analyzed to ascertain whether so-called "wool" is wool, or partly cotton. Altho it is a far cry from an oil tank to a woman's ring, oils, jewelry, and numerous other articles are analyzed, and everything not up to requirements is rejected.



Chinese Musk Pods in a caddy covered with raw silk and lead-lined, to prevent their natural moisture from escaping.
(described on page 36)

We hear so much about "food adulteration" that it amazes me to see how few establishments are properly equipped for testing raw materials and finished products. There are three separate Chemical Laboratories here. Altho I am not a chemist, I have seen enough of blow-pipes, crucibles, test-tubes, etc., to know if a laboratory be "well found." Larkin Co.'s three surely are, and each performs wholly distinct services. As nothing is permitted to enter or leave these factories or warehouses without having been tested, the Laboratories have no idle minutes.

In speaking of the careful attention paid to purity and quality thruout the factories, the Company's chief chemist said, "It has been a life-long principle with me not to make anything in the line of food products, toilet preparations, medicines, etc., that I would not be perfectly willing either to take myself, or give to my family. That means that I buy for the Company only the best grade of everything. Quality is always the first consideration. Price is a secondary matter to Larkin Co. For an example, the basis of all tooth powders and tooth pastes is soap. That makes the foam. Only edible olive oil is used by us for the purpose, but it is customary for many firms to use castile soap, 'foots,' or rejections. There is no cheapening, no cutting of corners, to turn things out cheaply. One quality only—best—is used here."

The grinding and packaging of Boraxine and Scouring Soaps is done on the seventh and eighth floors.

Factory "I" is the "steam factory," containing the Power House—the heart of the plant, which feels its mighty beats. It occupies the basement, first and second floors. I saw seventeen water-tube boilers, with a total capacity of 9,000 horse power, which can be pushed to 11,500 horse power when necessary. The furnaces are fitted with automatic-stokers and smoke-consumers. The smoke-stack rises 275 feet above bed-rock, and has an inside diameter of 14 feet. It is the biggest stack in Buffalo.

The engine-room, developing 2,500 electric horse power, supplies light and power to all these factories and buildings, from the Administration Building to the new Terminal Warehouse. A new 1,000 horse power turbine, driven by exhaust steam, was recently installed. Instead of losing the heat of the gases thru the stack, "economizers" turn these gases into additional heat units. The steam is converted into mechanical power, then transformed into electrical energy, by which machinery and apparatus are economically operated.

The Power House generates enough current to light a city of 25,000 inhabitants. Thru economical handling this furnishes all power required, and enables the Company to sell goods for less than it would have to charge if less cautious methods prevailed. One hundred and twenty-five tons of coal are burned daily.

Air-compressors located here are employed for forcing materials thru the pipe lines, handling liquids, riveting boilers, cutting off rivet heads, in structural iron work, etc. In one minute 1,800 cubic feet of air are compressed.

A battery of pumps stands ready to operate an extensive sprinkler-system, the capacity of which is 2,000 gallons of water a minute. The pumps maintain a pressure up to 100 pounds. In event of a sprinkler-head fusing anywhere in the plant, they automatically speed up to the required pressure. There are 35,138 sprinkler-heads. If the heat exceeds the fixed temperature, the fuse melts. No one can tell where a head will fuse and the pumps must be ready to respond immediately to the demand for increased pressure required for quenching flames. There are 7,120 feet of underground sprinkler-mains. Each sprinkler-head has 10 feet of piping. The stand-pipes required 860 feet of piping. This makes a total of 352,240 feet, or 66¾ miles of overhead sprinkler piping. For supplying the "heads" by gravity, independent of pumps or city

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water supply, there are nine sprinkler-tanks on the roofs, with a combined capacity of 457,000 gallons.

Outside of the walls I saw the big coal-conveyor, the jaws of which swallow 40 cubic feet of coal—one ton cubic measurement—at a bite! Altho its radius is 85 feet, only one man is required to handle this huge machine. Another man dumps the ashes into small conveyors, which carry them to the cars into which they are loaded and hauled away. Samples of coal purchased are analyzed and laboratory reports show its constituents. Slate, dirt and impurities can not escape detection.

From the time that coal is removed from the train, until after it has been consumed, made steam, and the ashes have been dumped into cars, only two men are required for handling—another case of "eliminating middlemen and saving all cost that adds no value."

By every April 1st, the Company's coal storage yard—including a reserve of 5,000 to 6,000 tons always carried—is full. When a miners' strike seemed imminent, as many as 18,000 tons have been stored here at one time.

Spare parts for machinery are kept on the second floor, in readiness to make immediate replacements. A Glycerine Distilling Plant occupies the third and fourth floors. It was instructive to learn that the Larkin plant supplied large quantities of Glycerine to explosives manufacturers who sent them to the Panama Canal zone for blasting.

Factory "J" contains a large Carpenter Shop on the first floor. The remaining space on that floor is allotted to the General Maintenance Department. On the second floor are the Merchandise Buyers' Sample Rooms, in which samples of all merchandise received are inspected and passed on to the laboratories for testing. It would be almost impossible for masqueraders to escape detection, for experts are on guard.

An "endless chain" begins on the third floor, on which Sweet Home Laundry Soap is pressed. The cakes come from the presses to girls who pack them in cartons. They are then carried by conveyors and deposited in front of the packers, located two and one-quarter city blocks distant. During their long journey they begin to become air-dried. It is not desirable to use too intense artificial heat in drying, and Nature's aging is best of all. The conveyors cross Carroll and Van Rensselaer Streets, and require about two hours to make the journey.

The fourth floor is devoted to cooling Sweet Home Soap. Here also is the office of the designer of labels for boxes, bottles, cans and other packages.

Toilet Soaps are wrapped and packed on the fifth floor. Visitors are amazed at the skill of the young women, who have learned to manipulate the wrappers and boxes with wonderful rapidity and economy of motion.

The Pure Food Departments occupy the sixth, seventh and eighth floors. Here Macaroni, Noodles, Puddings, Gelatine and Yeast are manufactured.

In my home city I have exceptional opportunities for learning the tastes of residents from abroad. I know about the many delicatessen stores which abound and the great demand on the west and east sides for tempting dishes from the old country. The Company uses in macaroni manufacture the famous Durum wheat, which is darker than spring wheats, and very rich in gluten, which prevents breakage of the sticks. Its flour is known as "semolina." Were the gluten less abundant, the sticks would lack cohesion. This wheat has a rich, nutty flavor and yields the best flour for Macaroni which, made therefrom, is not an unsavory mess, but comes in distinct sticks that hold together until cut by the fork.

Group of Liquid Essences, in their original packages from foreign lands.
(described on page 35)

I saw Macaroni made on the sixth floor. There is no mystery about the work, unless you try to gain admittance to other factories. Larkin Co. throws its doors wide open and all may see what goes on. Macaroni-making really is only a matter of mixing high-grade flour and water in correct proportions, and properly controlling the temperature. Durum flour is weighed and elevated from the sacks into a hopper, from which the mixer is fed. The proper quantity of heated water is admitted and the mixture is agitated for a short period until water and flour have combined. There is no danger that the paste will sour, as only filtered water is used.

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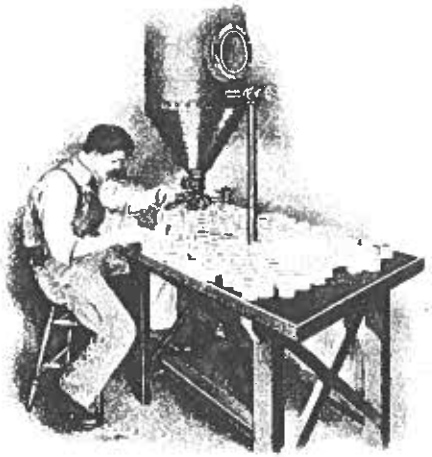
The product is then allowed to drop into the rolling kneader and the machine converts the lumpy mixture into smooth, absolutely uniform dough. This dough is cut into three-feet lengths and enters a cylinder ready to receive an hydraulic pressure of 3,500 pounds per square foot. During the pressure, a piston forces the macaroni-dough thru perforations in a copper plate die at the bottom and it emerges in hollow sticks. I had often wondered how the holes in macaroni were made. I was shown the copper die, with about 500 openings, having a brass wire hanging in the center of each hole, which does the work. The dough is forced around the wire. Up to this point the process is the same for the sticks and "ready cut."



Method of automatically filling jars with Cold Cream. Gravity does part of the work. The operator, after filling a jar, turns off the flow. (described on page 37)

As the macaroni leaves the die, it is cut into six-feet lengths and hung on sticks, from which it is taken and placed in trays, then cut by a rotary cutter into eight-inch lengths. The sticks now go to the Drying Room, mentioned under Factory "K." Today's calls are largely for "Short Cut" Macaroni, and the demand for long sticks is waning, probably because the "short cut" is dried without handling, and is less liable to breakage. At least six or seven days are required to dry macaroni properly, and the process is not forced, or its condition would suffer.

There is a large call for this American-made product. Much of the flour used in macaroni factories in Italy is shipped from our country. Our people appreciate more than formerly the absurdity of exporting flour across the Atlantic, for the doubtful pleasure of having it returned as macaroni, after a sea voyage of 8,300 miles. As good macaroni—yes, better—is made here, is very much cleaner and costs far less. Larkin Macaroni and Noodles are superior to others because of the improved drying process used. While in the kilns, both edibles are fanned with purified air, which makes it impossible for objectionable material from the

street, or dust from inside, to infect the moist product. Those who have visited Italy know how drying is done there, and will appreciate what purified air means. A folding-machine is here employed which is unknown in Italy, where—except in the larger factories—macaroni and noodles are made by using spring boards, hands and feet.

German-American residents, and those who have lived abroad, think few dishes are quite so tempting as the "breite nudeln" (broad noodles) served in the Vaterland. These are cooked in boiling water, hot butter and seasoning are applied, and the noodles are covered with bread crumbs, browned in butter. Delicious as the dish is, it must be prepared by maids who use the hands thruout. The Company's output of Noodles this year was far in excess of last, and this department is being enlarged because the demand bids fair to exceed its capacity. At no time are the materials touched by hands. Machinery turns out thousands of miles of choice strips in a short time. The process is automatic and after starting it going, no attendant is needed for watching the machinery. Mechanically-mixed dough enters at one end. Noodles come out of the other. An automatic-shaker prevents the delicate strips from breaking, and they emerge perfect. Whether used in soup, or served as a vegetable, it is desirable that noodles be made under sanitary conditions. As compounded here, there can be no contamination.

It is no secret that many manufacturers use ordinary low-grade winter-wheat flour for noodles. Larkin Egg Noodles are prepared from flour made especially for the Company by one of the world's largest and best flour mills. It is really the "cream" of the grains. These yellow Noodles are very attractive, their fine golden color being due to fresh eggs, used in generous quantities. No coloring-matter is present.

Other manufacturers' noodles are known as "Noodles" and "Egg Noodles." When you see a package elsewhere marked "Noodles," it is a proof that no eggs were employed! The makers omitted them to get extra profit. Their noodles are white. And if marked "Egg Noodles," unless the makers are known to be reliable, the chances are that artificial coloring was used. Noodles which lie for weeks, or months, on grocers' shelves, are stale and can not give satisfaction. It is an advantage to order here, where no stale stock can be found. Having seen how scientifically Larkin Egg Noodles are made, and tried them, I shall serve them on my table. It will be comforting to know that hands have not touched them, and that they were dried by purified air.

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Larkin Baking Powder is packaged on the sixth floor, after having been compounded on the seventh floor. The transfer is made by gravity. From the claims its makers have extensively advertised for many years, the public has quite naturally come to believe that a popular brand of baking powder, composed of cream of tartar, tartaric (grape) acid, bicarbonate of soda and starch, possesses extraordinary merits, and is not equalled by any other brand. That is a mistake. No brand is better than Larkin Cream of Tartar Baking Powder.

Let us look at this subject closely. In all baking powders, starch must be present to keep the other ingredients from uniting. It is doubtful if any concern uses greater care in handling starch than is here taken. Larkin Powder is thoroly dried, redried, and dried the third time. That means time and expense. Some concerns only take time to dry their starch once; others dry only twice. The process is to expel moisture; but even after the third drying, a small percentage remains in the product made here, and suggests this question: How much larger percentage of moisture do those other baking powders contain, whose starch was dried only once or twice?

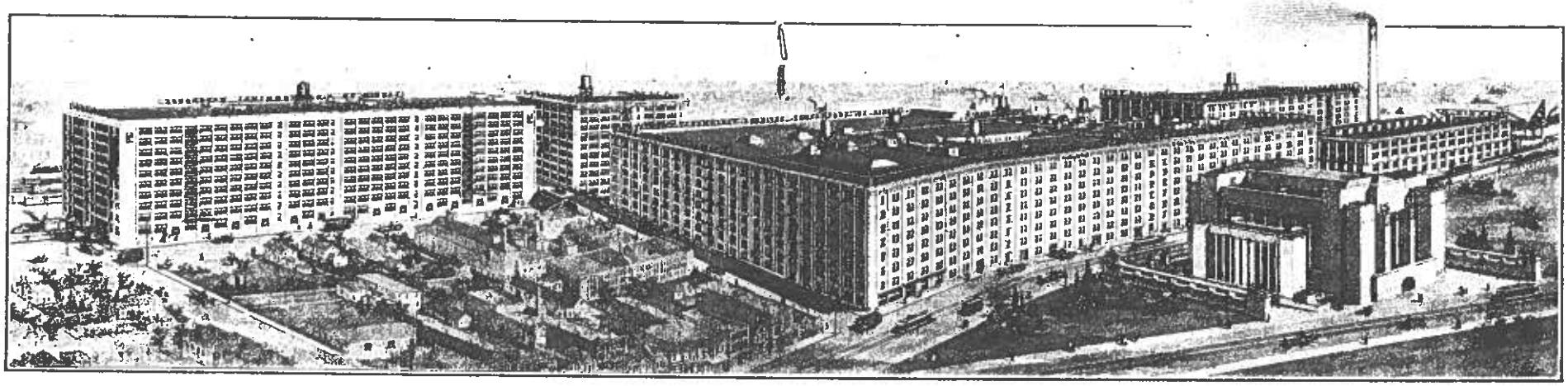
It was instructive to notice that machinery is used here in every phase of baking powder manufacture. The powder is untouched by hands. Documentary evidence was submitted which showed that all

raw materials are bought from the same concerns which supply identical raw materials to the makers of the brand referred to; therefore, Larkin Co. has every advantage the other concern has, and possibly several which it has not.

I have seen the United States Government exhibits of ingredients used in that popular brand and in other brands. Comparison of the analyses of Larkin Cream of Tartar Baking Powder with analyses of the others, shows that it is impossible to make better baking powder than is here made.

Samples, chemical analyses, and the unanswerable argument of figures having satisfied me on this point, I asked, "Why do American housewives pay 42c. for the other brand—I took that price from the latest New York price-list—when they can buy Larkin for only 25c. a pound?" The department head said, "They simply do not realize what they are doing. It's prejudice." If so, it costs them dear, and means throwing away 17c. every time a can is bought. Is it not time for some of us to substitute sense for prejudice?

This saving is possible on Larkin Cream of Tartar Baking Powder, and a larger saving can be made on the Phosphate Powder, a pound can of which costs 27c. less than the popular brand at shops. It enables users to make the finest biscuits and cakes. Larkin Phosphate Baking



The Larkin Factories, Buffalo, N. Y.—Over Sixty-Four Acres of Floor Space

World's Largest Manufacturers of Soaps, Perfumes, and Toilet Preparations, and Important Pure Food Specialists. The entire output of the Larkin Factories goes direct from Factory to Family, saving Customers the Profits and Expenses of Wholesalers and Retailers.

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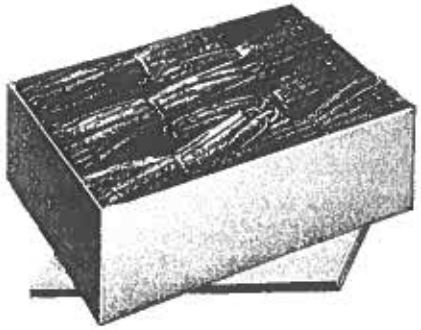
Powder is composed of phosphate of calcium, bicarbonate of soda, and starch. The art lies in the compounding. Customers order their choice, some preferring the cream of tartar, others the phosphate base. The demand is about the same for each kind.

Why not compare Larkin with the other? Larkin Powder is always fresh when it reaches you. You have the satisfaction of knowing that it has not lain on grocers' shelves for weeks, or months, before delivery. It is time for my readers, and housewives generally, to test baking powders, for only in that way can they tell which brand is best. Do not think that it takes more of Larkin to do your work. That fallacy was long since exploded. It requires no more—in fact, it demands a little less to do a given amount of work. Since Larkin Powder has all the advantages of the others, and perhaps an added advantage of freshness; since its price is from 17c. to 27c. a pound cheaper, I feel bound to call special attention thereto.



Original Case of Bourbon Vanilla Beans.
(described on pages 37-38)

Puddings made here enable housewives to have excellent desserts ready for emergencies. A quart of milk and a package of Larkin Chocolate, Lemon, Orange, or Vanilla Pudding, make a quart of delicious dessert. There are also Orange and Lemon Jellies. A pint of water and a package of either, provide a tempting dish.

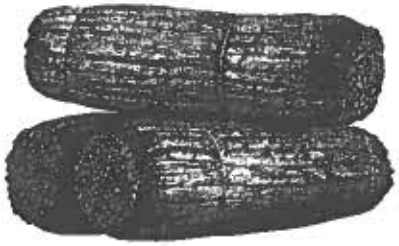
On the eighth floor are the offices and sample rooms of the Head Food Buyer and his assistants. The same precautions are here taken as on the second floor. To comply with the Federal Food and Drugs Act, the United States Serial No. 3315 appears on all packages. It speaks volumes for the Company that long before the Act was passed, it stood for the perfect purity of everything bearing its label. No changes were needed, as every requirement of the law had been anticipated.

The first floor of Factory "K" has separate entrances for men and women workers. The timekeepers' offices for all the factories are located at these doors. This floor is used as a general store-room for large quantities of supplies needed in manufacturing. One floor is not big enough, however, and the entire second floor serves for this purpose also. The

third floor is the storehouse for Laundry Soap, and a part of the reserve stocks of articles which must be carried to make prompt shipments. When the Company's Branches, and thousands out of over two million customers order at the same time, you may imagine, but can not realize, how many freight cars are required. To fill them greatly reduces stock in a single morning. As many as 1,900 railroad cars are unloaded and loaded monthly. They have a capacity of 57,000 tons.

The fourth floor is used for packaging Coffees, Teas, and Spices. As everybody knows, pure coffee is not made in factories, but I have no room to trace the origin and introduction into the United States of the beans which eventually come here, altho it would make a fascinating story. We know that good coffee can be made only from good beans. Small importers can never get the "pick of the crop," because their orders are infrequent and unimportant. The Company's purchases in foreign markets are so commanding as to give it first choice. Desirable lots are first offered to it, because growers are sure of a sale and always get cash.

Larkin Coffee comes direct from South America to this plant, where the green berries are cleaned by blowers, which free them from stones and other foreign matter usually smuggled into the sacks when packed in that country. Only after these substances have been blown away, or have fallen thru the sieves, are the berries clean. They are sent to the ovens for roasting, and this is done with the utmost care, over a hard-coal fire. In each roaster a revolving cylinder keeps the beans in constant motion, resulting in an even roast. After cooling, the coffee is subjected to a blast from another powerful blower; then, by gravity, reaches the machines for automatically weighing and packing it in cans. The can itself is never weighed as coffee.



True Mexican Vanilla Beans, the dried pods of tropical orchids.
(described on page 37)

Gas is not used because it is impracticable to prevent its unpleasant fumes from affecting the quality of coffee during the roasting process. Gas-roasting costs less and takes less time, but the Company uses the more expensive roasting over a coal fire, in order to give its customers the best effects. That takes longer, but is well worth while. Green coffee shrinks from 16% to 18%

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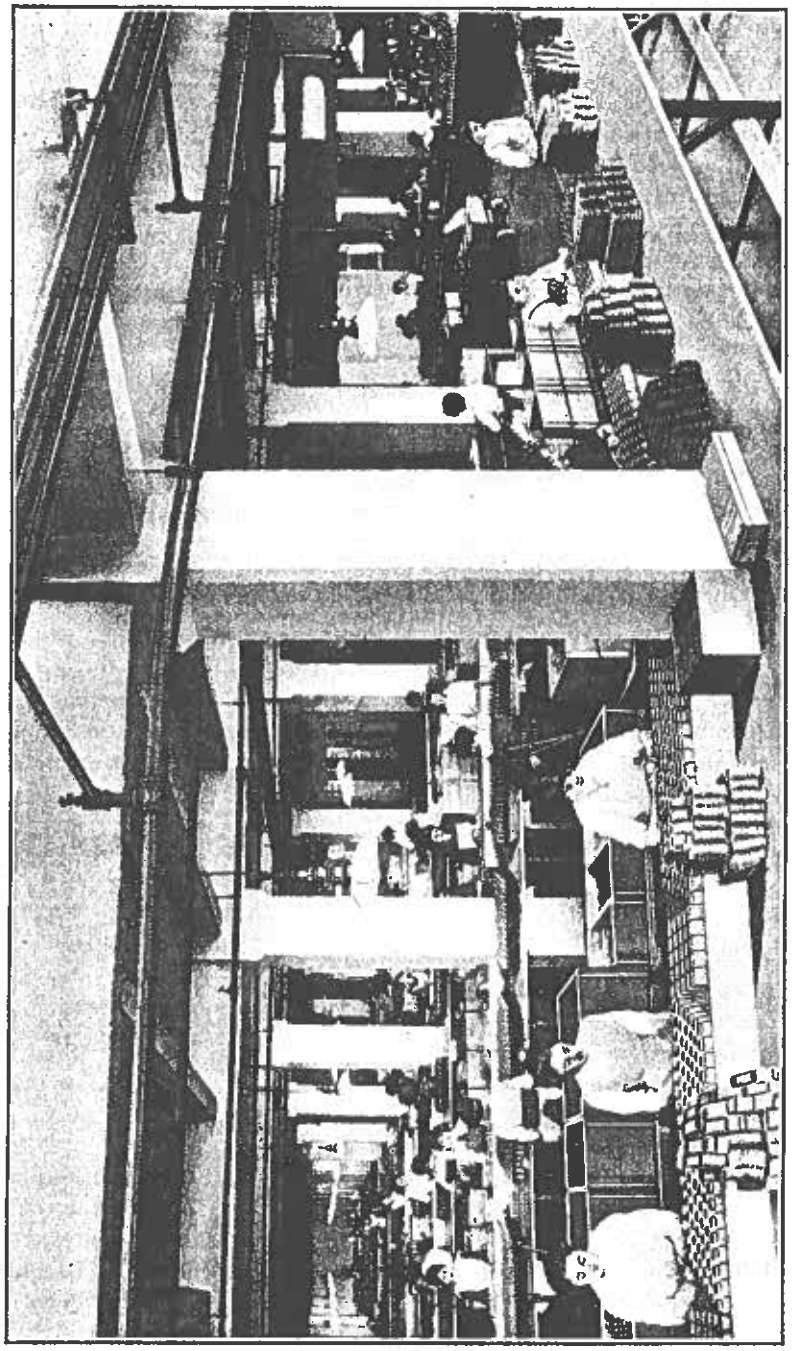

Packaging Perfumes and Toilet Preparations. The view shows only a part of the Departments. (described on page 31)

in roasting. It is customary for many concerns to drench their coffees with water, toward the end of the roasting, to increase weight. No water is used here.

I always advise housekeepers to buy unground coffee, because it will keep longer in that form. The aroma is quite as important as the weight. You pay for both. After grinding, coffee has a tendency to lose its strength. The Company packs coffee only in air-tight cans, which prevent deterioration, and preserve the delicious aroma and strength.

Probably few articles are more frequently adulterated than coffee. There have been many more tons of so-called "Mocha" coffee sold to confiding Americans than the entire crop of the region would supply. All real Mocha comes from a very small district in Arabia, taking its name from one of the two ports to which berries are sent for export. It is a mistake to think that because coffee reaches you "in the bean" it must be pure. Beans, as well as ground coffee, are "doctored." Only experts can detect the shams. Imitation coffee beans, closely resembling the genuine bean, are made from flour or macaroni paste. Roasted and ground cocoanut shells, toast, and other substitutes are used for adulterating ground coffee. You can only be sure of purity by dealing with a concern of highest reputation, whose mixing and roasting are not done in secret.

The finest coffee is not made from one variety of berry, but comes from mixing—blending—two or more varieties. I would describe the interesting devices used by the Company for maintaining a uniform standard in blending growths in proper proportions, but space is limited. After all, the most important and agreeable fact is that Larkin Coffee is pure and sells at such a moderate price that almost anyone can drink a delicious, fragrant, palatable beverage, such as only the well-to-do could afford some years ago. I noticed in its price-list that this Coffee, ground or unground, in air-tight cans or pails containing 3 pounds each, costs only 25c. a pound. I have paid 40c. for some not so good.

Beginning at the plantations, and ending when the customer opens the Larkin can, at no point has the coffee been touched by hands. Machinery does all the work. I found in the Coffee Department storage room for 1,560,000 pounds of green berries—the equivalent of 52 loaded freight cars.

It is customary for interested advertisers to denounce coffee as injurious, some going so far as to say that it shortens life. I take no stock in these hysterical assertions, having drunk coffee all my life, without

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injury, and knowing that hundreds of others have done the same. But for those who prefer not to drink coffee, the Company furnishes a pleasing substitute, called Larkin Roasted Cereal. It is free from the disagreeable bitterness and after-taste of some of the widely-advertised coffee substitutes. Their unpleasant features are said to be due to the molasses added, and even the excessive use of sugar will not conceal their objectionable qualities. In making its Roasted Cereal, the Company uses only the purest and best ingredients—not the refuse of elevators and the threshing-floor, which recent investigations show are utilized elsewhere.

Ours is not a nation of tea-drinkers, but our consumption of the cheering beverage is rapidly increasing. A cup of well-made, good tea refreshes tired nerves, and is a restful change.

The Company imports its Teas in chests from the principal tea-centers of the far East. Purchases are made by its tea-taster and judge. An expert is needed to determine what is good tea; labels may easily deceive. Only a trained judge can say whether a tea is worth 60c. or 25c. Customers get here only the genuine, pure imported article. Each leaf is rich in delicate flavor and sweet fragrance, ready to yield its fine essence when put into boiling water. The Tea is packed by special machinery after arrival, and all contact with hands is averted. There is no opportunity for impurities or refuse to get into the air-tight cans. The Tea I saw being automatically weighed and packed certainly was pure; as great care is exercised in this as in other departments. Altho figures recently compiled by the Federal Board of Agriculture show that the United States consumes fifteen times as much coffee per capita as does the United Kingdom, the English people drink six times as much tea as we do. In the last fifty years tea-drinking has increased 87% in England, while coffee drinking has fallen off 36% in that country during that time.

The fifth floor is used for storing Toilet Soaps, of which large stocks must be held, to meet calls liable to come at any moment. Empty cartons are also kept here.

The sixth floor is needed for drying Macaroni, whose manufacture I described in Factory "J," in which it is made. The temperature here and in the ovens is under perfect control, as it is regulated by humidifiers, devices which regulate moisture. This is practically an immense drying-room.

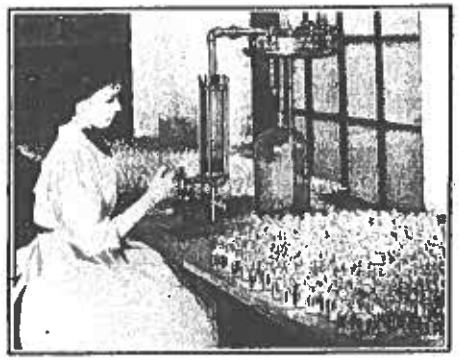
The seventh floor is given wholly to storing those raw materials which are the bases of food products.

The Spice Mills interested me greatly, and their absolute cleanliness and freedom from dust and foreign matter were very noticeable. Before the whole spices enter the grinding-mills, they travel by gravity past a magnetic-separator, which attracts to its hopper the bits of nail or other refuse generally found when Orientals pack goods for export. Larkin Allspice, Cinnamon, Cloves, Ginger, Nutmeg and Pepper (black, cayenne and white), are ground and packed under most favorable conditions. An electric dust-collector sucks all dust away from the packing table, and keeps the air clean. The Company imports the whole spices, inspects them before shipping, and again after arrival in this factory. As everything is under its own control, no impurity can enter.

Here is the Corrugating Plant in which the strawboard, needed for linings of cartons to protect articles packed in glass, and to prevent injury to delicate packages, is shaped. Strips of board are pasted together and run thru machinery which converts them into fluted form. The ribs on the inside make excellent buffers.

The eighth floor is devoted to roasting and blending Coffees, picking and roasting Peanuts, Spice grinding, making Cereals, and Tea packaging, described under their own headings elsewhere. No doubt these operations impress other visitors as favorably as they impressed me.

Factories "L" and "M" contain the Fat and Oil Refineries in which raw materials are received and stored, to be later converted into soap. These structures are 140 ft. by 200 ft. in area, and seven stories in height. Talk about economy in handling, what do you think of this? So cleverly is everything systematized that—including the two who handle the freight cars bringing raw materials into these factories—thirty-three men do all the work in them. Much of the material arrives in tank cars and is pumped by compressed air into suitable containers. The Company buys to greater advantage than other concerns, because it pays cash and has immense storage capacity. When prices of tallows, fats and oils are low, it



A suggestion of the multitudes of bottles needed for perfumery. Many workers fill these bottles by using syphons, such as the one shown.
(described on page 31)

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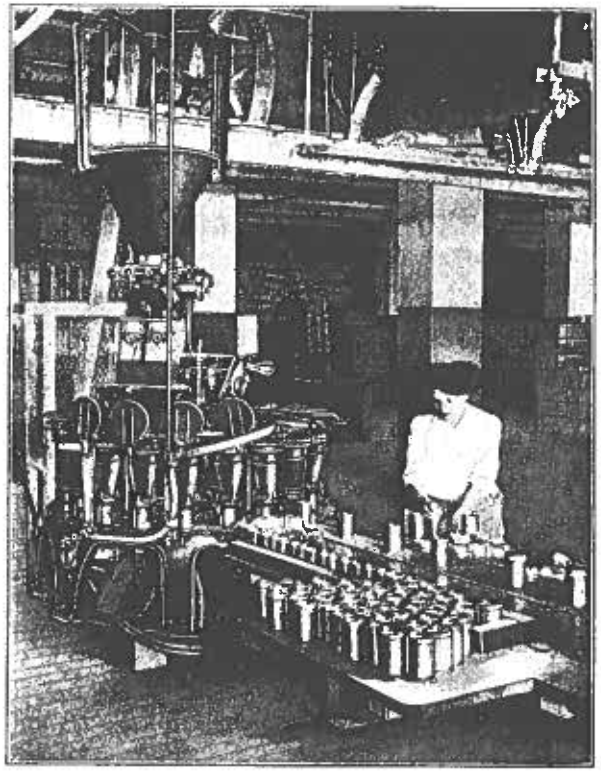
buys wherever there is an inducement. There is not a working day in the year on which the Company is not prepared to purchase these materials. If necessary, it can store goods for months. Customers always get the benefit of these lower figures.

The Fats and Oils Laboratory is of the greatest importance. Altho I had supposed that this laboratory would always have to be a little behind time, I saw that tallows, greases and oils for soap-making were analyzed and reported on in a few hours. Before the brokers or sellers reached their offices in the morning, the values of their offerings of the previous day had been determined by the analyses, and bids were prepared by the Company accordingly. Here is the Glycerine Laboratory, whose chemists supervise every stage of recovering glycerine from spent lyes. After the stock has been recovered, it is subjected to several processes to make it chemically pure.



Automatic Filling Machine for Baking Powder. The Powder issues from the small hoppers seen on the revolving circular platform, and drops into cans underneath. The attendant puts the covers on the filled cans.

(described on pages 48-50)

Such a variety of equipment is here installed that everything for soap-making, regardless of its nature, can be handled. This is highly important, for many concerns are unable to use certain oils and fats because they lack the special machinery needed for treating them. No

other concern in the world has greater storage capacity. How many gallons tankage room do you suppose these combined factories contain? In no better way can you judge than by reading the figures. I am almost overcome by them.

There are 13 soap-kettles, numbered from 0 to 12:

"0" to "4" are 24 ft. diameter x 35 ft. deep, with a combined capacity of	592,220 gallons.
"5" to "10" are 20 ft. diameter x 40 ft. deep, combined capacity	564,000 gallons.
"11" and "12" are 30 ft. diameter x 40 ft. deep, combined capacity	422,400 gallons.
The thirteen kettles will hold	1,578,620 gallons.

These kettles could not be completely filled, or in boiling there would be an overflow. To find the number of pounds of soap they will hold safely, one-third must be deducted. This would make the net capacity 1,052,513 gallons. A gallon of hot soap is known to weigh 8 pounds, so that in one soap boiling the company turns out 8,419,303 pounds of soap!

There are 21 storage tanks for holding fresh lye and spent lye, whose dimensions follow:

1	tank	15	ft.	9	in.	diameter	by	21	ft.	6	in.	deep	26,634 gallons.
1	"	13	"	3	"	"	"	22	"	8	"	"	23,380 "
4	tanks	20	"			"	"	25	"			"	235,010 "
3	"	16	"			"	"	30	"			"	135,360 "
4	"	14	"			"	"	30	"			"	138,180 "
5	"	15	"			"	"	30	"			"	172,725 "
3	"	20	"			"	"	30	"			"	211,500 "
21	"											These will hold	942,789 "

In the factories there are more than 700 storage tanks. In addition to storing liquid raw materials and semi-finished products, there were here at one time more than 11,000,000 pounds of fats and over 3,000,000 pounds of caustic soda liquor.

In building this plant 28,853,084 bricks were used, in addition to enormous quantities of concrete. Over 41 miles of wiring were run—the exact figures are 218,466 feet.

Today I buy Modjeska Toilet Soap, listed in the Larkin Catalog at 20c., for only 10c. a cake and know that it is as good as any 35c. soap. I buy Maid o' the Mist Bath Soap, which floats, listed at 5c., for only 2½c., and am sure that no soap in its class surpasses it. The sweet-smelling clothes washed with Sweet Home Soap, prove that no soap is superior to it, and I get it for 2½c. a bar, one-half the Catalog-price. Would it not

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be absurd for me to buy at retail, spend double and get much less value than Larkin gives? And I am not specially favored; anyone can buy as cheaply. For that matter I save as much on other articles.

Boraxine (washing powder) listed at 10c. for a 1-lb. package, costs me only 5c. Hundreds of necessaries, which I have not space to mention, in proportion cost as little. Many users write that they find Boraxine better than any of the other good washing powders on the market. The same is true of Starch, and various other articles. If women realized the value of Larkin Gloss Starch it would be employed in many more homes, for it possesses all the merits of other starches sold at much higher rates, and added advantages. In fact, all wives and husbands should become acquainted with Larkin Products and Groceries. They will find that Tea, which is listed at 60c. a pound, is sold at one-half of the Catalog-price, and that Vanilla Extract, listed at 25c. for a 2-oz. bottle, is sold on the same basis. In no case are Larkin Catalog-prices higher than those usually charged by retailers for such home necessaries. Nowhere is better quality obtainable at any cost. You can prove this for yourself.

Labeling cans of Cream of Tartar Baking Powder brought by an endless Conveyor. On leaving here they are ready for shipment. (described on page 48)

In Factory "N," fronting on Seneca and Van Rensselaer Streets, the Showrooms on the main floor deserve special attention. Amid pleasant surroundings, visitors may critically inspect Premium Merchandise, Products and Groceries. It is possible to buy any desired article on the spot. Purchases may be carried away, or will be delivered by the Company's auto-trucks. Without rising from her chair, the

customer can here obtain what she would have to visit fifty or more shops to find.

On the second floor are the Superintendent's Offices, Drafting Rooms, and Purchasing Agent's Bureaus. Nearby is the Office of Factory Costs. Its importance will be realized on learning that an almost negligible error in costs may mean a heavy loss. The third floor is a busy hive. On it are prepared and held ready for mailing, large supplies of advertising and other printed matter, which need considerable room. All the mechanical operations involved in gathering, folding, sealing, addressing, stamping and forwarding printed matter, are here conducted. The Product and Premium Merchandise Catalog is a very valuable book which should be in every home. Is it in yours? It is mailed from here.

All of the fourth floor is used for the Women's Muslin Underwear Factory. Imagine my astonishment on finding a fully equipped factory. At first it seemed rather odd; but when I learned the reason, I thought it the right thing in the right place. Formerly the Company had underwear made in outside factories. As the business grew, manufacturers were unable to fill the Company's orders promptly, and the resultant delays annoyed customers. When the trouble could not be cured, it was necessary for the Company to start its own factory. Since then customers have had that satisfactory service to which they are entitled.

Behold, then, a large factory, with abundant light and air, equipped with all the latest machinery, capable of turning out thousands of finished garments daily. I was amazed at the variety of lingerie manufactured, and the splendid values given. The evident contentment of the workers formed a marked contrast to the sweatshop conditions which so often surround work on similar materials in New York. Adjoining is the Embroidery Department, with a full complement of special machines, which make various kinds of embroidery rendered necessary by the demands of the Women's Muslin Underwear Factory. There is a larger call than formerly for Embroidered Lingerie, Pillow-cases, etc., which is met by the useful articles prepared here. Here, too, House Dresses are made in large quantities. They are very popular and prices are so moderate that it is no wonder this new factory is kept busy.

The fifth, sixth and seventh floors are extra storehouses for Premium Merchandise. Before the holiday rush even this large space is too small, but it has to answer, pending enlargement. The eighth floor contains the Photo-Engraving Department, which handles labels, designs, and pictures for the big illustrated Catalog, "The Larkin Idea," and the

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Women's Muslin Underwear Factory Devoted to Lingerie, etc.
(described on preceding page)

Company's other publications. The remaining space is utilized by the Cabinet Shop, in which furniture is retouched before shipment. It occasionally happens that while in transit between outside factories, controlled by the Company, and its plant here, pieces are rubbed or scratched. Everything is carefully inspected on arrival, blemishes are removed, and the furniture goes out sound in all parts—merely another example of how customers' interests are watched. I observed that the work is done by adult cabinet makers—not boys.

Here is Factory "O," on whose first floor receiving only goes on, all its space being needed for this purpose. The second floor is devoted to manufacturing cans, metal caps, collapsible tubes, and other containers, of which thousands are needed daily. It was a pleasure to see the swiftness with which they are made.

The entire third floor is used for storage. The fourth floor is for labeling and packaging pharmaceutical and toilet preparations. The many things in process require much space. The fifth and sixth floors serve for storing reserves of Premium Merchandise which are stacked to be quickly and easily available. In all the factories it is difficult to stow articles where they will be needed; but the entire plant is arranged with reference to rapid shipping, and nearness of goods to the freight cars hauled in and out.

Packing cases and boxes are made on the seventh floor. To supply enough for this plant requires carloads of shooks, strawboard, etc., which take much space. There must be plenty of "elbow room," and packages have to be ready ahead of the goods. Part of the eighth floor is needed for turning out crates and crating, which in a single day make tall pyramids.

Mirrors and frames meet on this floor and are put together and crated. For years the Company bought its mirror-plates from American glass factories. This produced such a demand for exclusively medium-size plates of good quality, that domestic manufacturers would fill only limited orders for medium sizes, because of the money-loss "tail-ends" involved. After cutting mirrors of the medium size, the remainders of the plates offered in such large quantities would depress the market unprofitably.

Plate-glass is sorted more closely abroad than in our country and the Company finds it necessary to import all of the plate-glass it uses. It places orders with the best foreign plate-glass works. Altho it could buy from home factories for less, it will not, because unwilling to lower its quality. The cheaper American glass is inferior to the foreign. Larkin clear, polished glass plates are beveled, silvered, and repolished in a large

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local factory, which exists thru the Company's patronage. Mirror-plates are framed therein, and supplied in patterns and sizes suitable for many uses.

I next reached Factory "P," in which standard gauge railroad tracks run, extending east from the buildings grouped under "R., S. & T." The first floor is used entirely for platforms where whole trains are unloaded and loaded. The scene is bewildering. But everything is plain to the practiced crews. Inside I saw a locomotive, which the Company's vast business makes necessary. This oil-burning engine—"Larkin the First"—hauls out the cars destined for points all over the country. Ordinarily the largest engines made for such purposes do not weigh over 15 tons; but this little giant weighs 40 tons, is 27 ft. 6 in. long, and carries 180 pounds of steam. (Oil is supplied from a 350-gallon tank at the rear of the cab.) It has a capacity of 1,000,000 pounds pull at the drawbar, and is powerful enough to haul a train of 30 standard freight cars, on levels. As a coal-burning locomotive would give out smoke, the hauling problem was solved by burning oil. The engine is what the engineer calls a saddle-tank and is driven by four drivers.

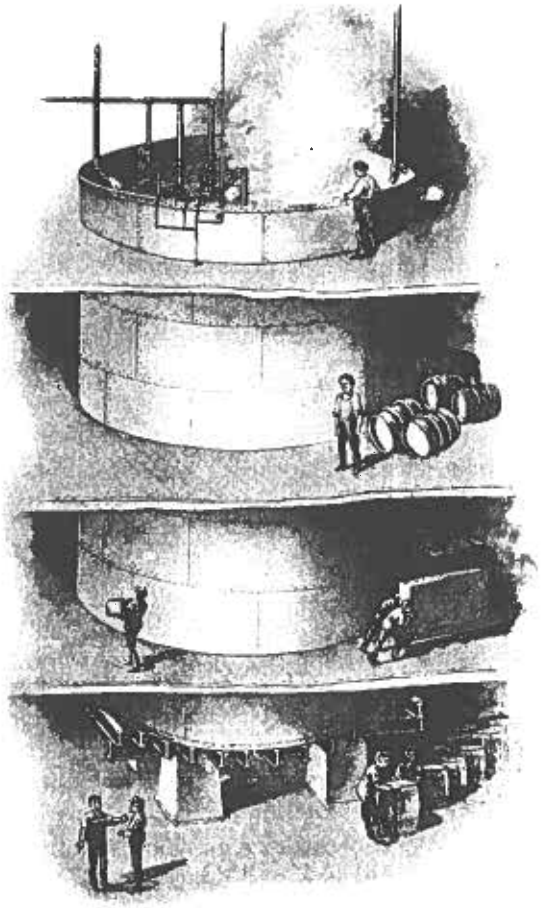
In connection with moving merchandise, the Company was first to recognize the value of electric trucks. As far back as 1900 it began to test and soon adopted them, adding gasolene-propelled trucks, after they had become commercially practical.

On the second floor are labeled the Paints and Varnishes made in Factory "Q." Much room is needed to store reserve stocks of these articles, continuously ordered in large quantities. On this floor is located a Cabinet Shop in which men are regularly occupied in making fixtures and fittings required for the Company's Traveling Showrooms and Exhibits at State and County Fairs.

The third floor contains the Packing Department, reserved exclusively for carload shipments daily sent in numbers to the Company's Branches. The fourth and fifth floors are used for additional storage room for Premium Merchandise. On the sixth, seventh, ninth and tenth floors is the Chair Finishing Factory, which handles the "knocked down and in the white" carloads from the Memphis factory. The Company does an enormous business in Chairs. Its chair stock factory is at Memphis, Tenn., which is the largest oak lumber market in the country. Several hundred hands are employed in the mill and factory, making complete chairs direct from logs. The latter are selected second-growth timber and are bought direct from lumbermen who fell the trees, and

from farmers who often have choice trees in their wood-lots. The Company installed a model plant and uses the most modern methods. Probably greater care is here observed in converting logs into chairs than is customary in most other establishments. All waste lumber is used for fuel, and furnishes power, light, and heat for the plant and the drying kilns. The chairs are sent to Buffalo unassembled (in parts) and unfinished. This entitles the Company to lowest freight rates. At the Buffalo factory, parts are put together, the chairs are caned, or upholstered, and finished with varnish made in Factory "Q." Freight cars loaded at Memphis with loose chair parts come right into the building. Other cars leave with the finished product. Customers get these chairs at a small advance upon cost. I was told that they go out by many thousands every month.

Several of the factories are connected by span bridges, high above the streets, which afford passage between the third, fifth, and eighth stories of opposite factories. (There is, however, no "Bridge of Sighs.") These street-bridges are acute reminders of how time is economized. The eighth is



One of several of the world's largest Soap-boiling Kettles. Notice thru how many floors it rises. The sizes of kettles and tanks used appear on page 57.

a "bridge level floor," used for additional storage room for Premium Merchandise.

"P" Annex is the enclosed passage under the Van Rensselaer Street Viaduct, thru which freight cars are hauled to or from the factories. The street on the Viaduct forms the roof of a tunnel 50 ft. wide by 109 ft. long.

The letter "Q" was given to a group of eight small buildings in which standard Paints and Varnishes are manufactured. The Company began making Paints about seven years ago. Like all other departments, its Paint Factory has the benefit of every modern practice and appliance.

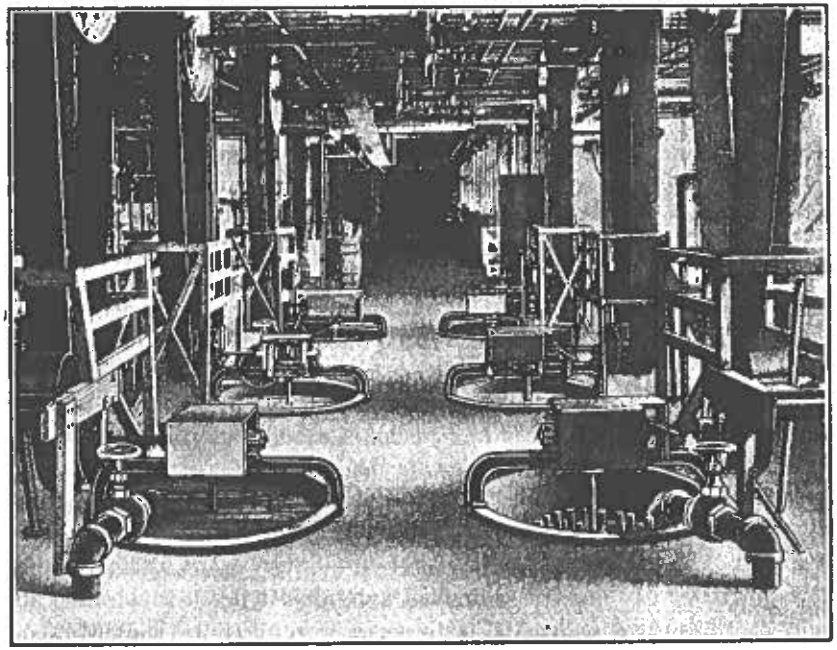
Liquids, such as linseed oil, etc., used in paint manufacturing, are stored in tanks in the basement, handled with compressed air, and piped from these tanks to different parts of the buildings where needed. Paints are mixed on the top floor of "Q," pass by gravity to the mills on the second floor, where they are ground, thence go directly into agitators. These thin them to proper consistency and in them the correct shades are given. The paints are constantly agitated from the beginning, and not being allowed to rest, always reach the cans perfectly clear, for there is no chance for a viscous skin to form, as so often happens with paints.

All Paints and Varnishes are automatically weighed and filled into cans. Directly the correct weight is shown, the supply of Paint stops. The clever device used was invented by one of the Company's employees, who was given the right to sell the invention wherever he could. This generosity, characteristic of the Larkin Co.'s policy toward all its employees, is in striking contrast to the rule followed by many large concerns, who hold they have bought the brains of the men they employ and that their inventions belong to the corporation which has engaged their services.

These Paints are scientifically compounded from high-grade materials. Long time-tests have proved their reliability. They are as "fast" color and last as long as any on the market. Testing-fences are located in various parts of the plant and coated with different Paints, for trying under all kinds of severe weather conditions. The fact that it uses its own Paints to supply its painters at work in the plant the whole year round, shows how the Company views its products. The large batches of White, Green, Brown, Yellow, Pink, Red, Blue, etc., are made as carefully as you would prepare a pound cake. The completed colors were so attractive that they looked tempting enough to eat.

The Company makes various Varnishes, which are needed for floors, walls, and outside work; also Clear, Walnut, Mahogany, Cherry, Light- and

Dark-Oak Stains. All the Varnishes required for use thruout the plant are made here, including the special varnishes demanded by the Cabinet Shop and Chair Department. One building is full of tanks for storing Varnishes so that they may age properly and become settled. There are always not less than 100,000 gallons of different kinds of Varnish going thru this aging and settling process. To make these, the Company imports gums direct from India, Africa, China, Australia and New Zealand.



Part of the Crutching Machinery. These Crutchers insure proper mixing of ingredients. Notice how belts and gears are protected to safeguard workers.
(described on page 30)

I have now reached Factories "R., S. & T.," which, like Factory "Q," are treated as a unit. This group is frequently called the New Terminal Buildings. Its first floor is devoted wholly to receiving and shipping platforms that are 580 feet long. These platforms are crowded with shipments being loaded into cars of freight lines running to all points. All goods requiring it are here weighed on arrival.

The Inspection Department is located on the second floor. To it are sent samples taken from all inbound shipments. No goods received

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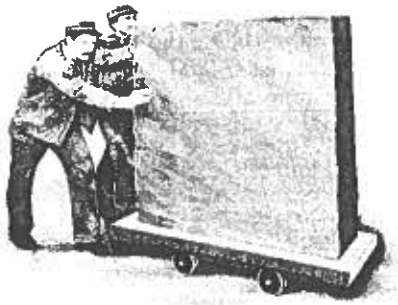
are accepted or put into stock unless inspecting-experts have compared the samples with the purchase-specifications, and approved of the quality. These inspectors reject everything below contract requirements, and the sellers must remove the rejected articles without delay. Here, too, is the Nailing Department. Packed boxes reach here with their covers lying loose on top and are nailed tight.



A block of pure Laundry Soap prior to cutting, weighing 1200 pounds, as it rests on its wheel-base.
(described on page 30)

Here also are the Shipping and Receiving Offices which attend to all clerical work involved in the receiving and shipping of goods.

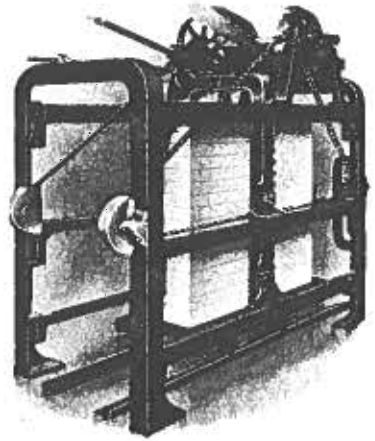
Four thousand sacks of Flour were stacked on this floor. I was told that Larkin Family Flour is unsurpassed by any in the country. I believe this, because the name of the makers was given me, altho I am not at liberty to mention it. Being made from No. 1 northern hard wheat, Larkin Family Flour is rich in gluten, has very high protein value, and keeps sweet for months. Bread therefrom is springy and "raises" better than from ordinary flour, made with the same wheat. This means a larger, better-tasting loaf. Altho especially a bread flour, this brand gives excellent results in making pastry. To protect the Flour against moisture, the strong cloth bags are wrapped in closely woven burlap sacks.

On the third floor are assembled individual orders for checking and packing. Goods intended for customers arrive by chute, conveyors and special devices. This packing system has been highly developed, and is as nearly perfect as possible. To see how it works, let us follow an order for Products. The packing case, in which the order is to be shipped, starts on the seventh floor, and then travels by gravity, on top of roller-bearing conveyors, thru various packing departments located on the sixth, fifth and fourth floors, in each of which selectors—men and women expert in this work—contribute their part of the order, as called for in the "shipping authority" accompanying the box. In very short order the case reaches the third floor, where are added to it any small articles of Premium Merchandise ordered.

While the case with Products was traveling by gravity toward this point, the packages of Premium Merchandise had been selected in their respective departments, and sent by spiral slides to meet the case with Products. At the junction, these articles are added to the case of Products, and conveyors carry them to expert packers, who recheck the entire order with the shipping authority, before repacking the shipment. Unnecessary packages and extra costs are averted by this system, and no energy is wasted.

The remainder of the third floor serves as a warehouse for stock. Large spaces on the fourth, fifth and sixth floors are also used for warehouses. From them separately packed articles, needed to fill customers' orders, are sent to the shipping floor, so that everything ordered by customers will go forward together. These "items" are various articles of Premium Merchandise too large to be packed into cases with Products and Groceries.

A large part of the fifth floor of Factory "S" and all of the sixth floor of Factory "T" are required to house the Women's Cloak and Suit Department. The word that best describes this is "vast."



An electrically operated Cutting Machine, which slices the 1200-pound blocks of Soap into slabs, by using piano wire.
(described on page 30)

Altho the Fall and Winter season had begun six weeks before I inspected this astonishing display of Wearing-Apparel, there remained, out of 25,000 garments on hand early in October, only 11,000, notwithstanding daily arrivals in quantities, meantime, from manufacturers. The records showed that from October 1st, 1911, to February 1st, 1912, one garment was shipped to a Larkin customer for every minute of every working hour during those four months!

I was astounded at the figures shown me for last season's sales, and asked, "How do you do such an enormous business? There must be some reason for it." The department head explained that this activity was due to the splendid values given, at unheard-of low prices. He told me that very early in the season, just as soon as the advanced styles for the coming season are partly

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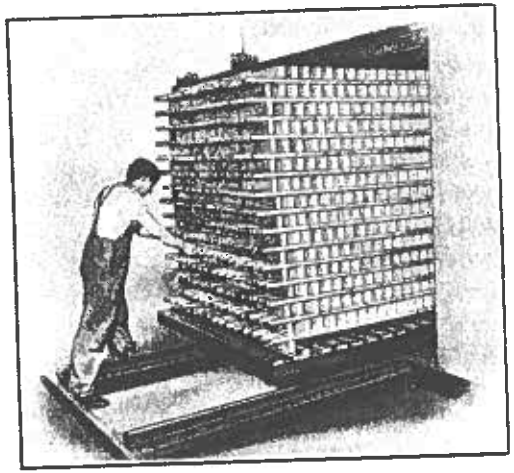
known—when cloak manufacturers have their dullest time—the Company places very large orders. That is the time when thousands of sewing-machines are idle and many cutters must be retained on half-pay. Employers can not afford to discharge these men, who will be needed when business revives. In the Spring they badly want an order for 5,000 garments of one style. Manufacturers who get the order are enabled to tide over the dull months and keep their operatives from going elsewhere. Meantime the woolen and other mills are also having their dull season, during which many bolts of cloth lie in warehouses awaiting sale. The Company acts as a kind of clearing house for them and the manufacturers. By placing large orders, it enables cloak manufacturers to buy (thru the mill agents) the cloths in warehouses. Invariably paying cash for all purchases, it receives added benefits denied those who have to buy on credit. These benefits are shared with its customers.

I asked, "What makes Larkin different from department and other stores?" and was told, not only the high quality and low cost of the garments, but the unusual care taken to insure correct fitting. When a woman buys a cloak at the usual store, she has to take it "all faults." If alterations be required, they are charged for, and even then do not always insure a correct fit. Inspectors here carefully measure the length of every seam; see that the garment drapes properly; verify the measurements, and, thru the alteration department, correct any minor troubles found. If a pocket be out of place, if a frog be set too low or too high, if a sleeve be too long or too short, or a collar be askew, whatever needs correcting is cured here.



One of the cars for carrying Soap to the Drying Room. (described on page 30)

Most of the seventh floor is occupied by the Consumers' Wholesale Department, and a part is used for storing boxes and crates.

There had been so many requests made of the Company to add

Groceries to its long list of articles, that it was done last year. This department is the latest development of the Company's co-operative plan. From its title, customers get a suggestion of how they will profit thru buying at "wholesale." Everything in this busy place is pure, fresh, reliable, full weight, full measure and full count.

Before pressing, the blocks are cut into bars like this.

This new department enables customers to save from 15 to 40%. Records kept for the last six months show that on the actual selection of all goods, ordered by all customers, the latter made an average saving of 28 9/10%. Canned Vegetables, for example, are sold to customers at less cost than wholesalers sometimes have to pay at the canneries. Larkin cans are the standard size used by all packers.

Special price-lists are published by this department about six times a year. There is a large assortment of toothsome things shown in these, including Canned Meats, Sea Foods, Soups, Cereals, Baked Goods, Fruits, Preserves, Honey, Nuts, Condiments, Relishes, Mince Meat, etc.

On the day preceding my arrival, the directors decided to add Hams and Bacon to the list. This will be good news to thrifty housewives who know the advantage of having a ham on hand when guests come in unexpectedly and the butcher has made his last delivery for the day. The Hams and Bacon are from Eastern States selected hogs, considered by curers to be superior to Western porkers. Altho there are two grades, each is of usual best quality. The only difference is that the higher-priced articles are closer trimmed, so have less fat. They are known as "Larkin Fancy" and "Larkin." These hams weigh 10 to 14 pounds. Picnic Hams, too, are supplied, weighing about 8 pounds. Larkin Fancy Bacon differs from Larkin Bacon because only finest selected pieces are used, cut square, so there is no waste. The most careful attention is paid to curing, inspection, and smoking, and weights are guaranteed.

After pressing, "Sweet Home" Laundry Soap looks like this.

Larkin Hams and Bacon are first put into a "pickle" composed of pure granulated sugar and pure salt, in which they soak until properly cured and ready for the smoke-house. Four days are required for every pound to cure, and a 12-pound ham is, therefore, pickled for 48 days. The smoking takes place over burning hickory logs, in whose fumes the meats remain long enough to acquire an appetizing flavor.

BUFFALO NIAGARA ELECTRIC CO. LIBRARY & ARCHIVES

On the eighth, ninth and tenth floors, Premium Merchandise finds a temporary home, as in several other factories already described. The New Terminal Warehouses are admirably located for rapidly and economically handling shipments. Every railroad operating in Buffalo either passes alongside of these buildings, or not farther than one-half mile away. It is only a mile to all steamboat lines. This is not especially important, because boats run only during navigation season, lasting about seven months. Auto-trucks carry the daily deliveries to boats.

Weights are carefully scrutinized. The Company's side-tracks have scales on which every empty car, after being cut out from the train, is weighed. The weigher gives the yard conductor a receipt on which are inserted date, car number, line initials, gross and tare. Inward and outward shipments are kept entirely separate on different tracks.

Undoubtedly one secret of the Company's success is that it handles everything in enormous quantities. "Tonnage" appeals to the management, which does not consume energy over unimportant things, nor in jumping from one thing to another, but moves steadily forward, guided by over thirty-eight years of experience.

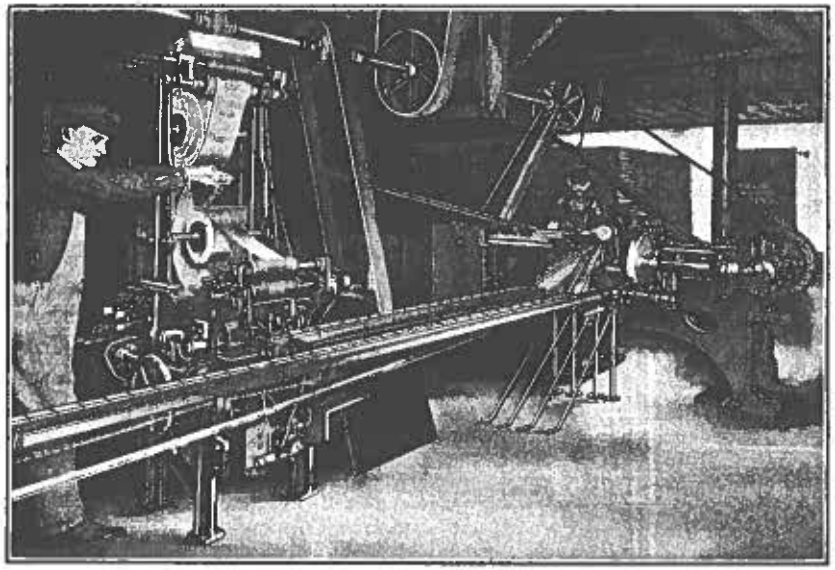
The greatest economies in the cost of manufacturing are not attained by so-called "cheap labor." On the contrary—all things considered—these workers are paid higher than the prevailing rate of wages. The factory schedule here is only 50½ hours weekly—a sharp contrast to the legal 60 hours prevailing in many establishments. The Company's records show that altho wages have steadily risen meantime, today's factory costs are lower than they were thirteen years ago! This gratifying result arises from the use of improved machinery and methods, based upon scientific tests. Customers get the benefits made possible by the reduced cost of output. Records of service are carefully kept. The same appreciation of services rendered is shown alike to women and men. Favoritism is unknown; real merit is the test.

About a mile east of the factories, Larkin Co. owns and operates the Buffalo Pottery. It is modern and complete in every respect. Electricity is here used on a larger scale than in any other pottery in the country. The grounds cover 7 acres.

I was told that the Company did not want to build a pottery, but was forced to erect and equip one, to prevent delays in delivery, and give its customers best quality by maintaining a fixed standard and protecting them from inferior workmanship.

ERIE CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY

Three hundred men and women are employed here. Beginning with domestic and imported clays, and ending with finished wares, everything is made under these roofs. The output includes a large variety of sets and pieces, for Buffalo Pottery Ware has an enviable reputation. There is a fine line of Tea, Dinner, and Toilet Ware, in underglaze and overglaze semi-vitreous porcelain. Results here obtained have not been surpassed by other American potteries.

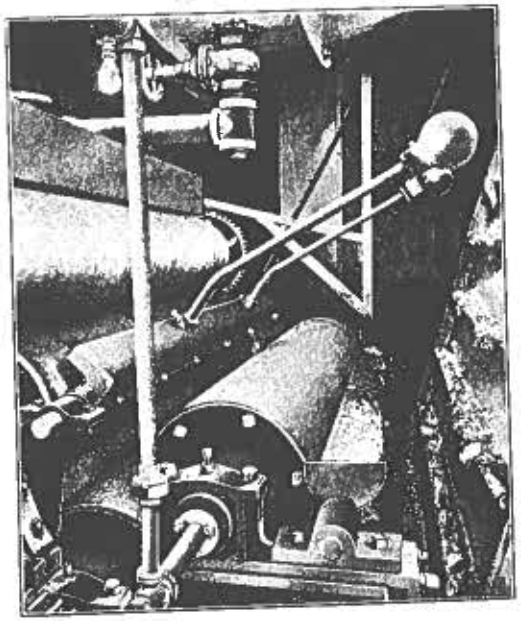


Machinery which wraps "Maid o' the Mist" Bath Soap, and "White Woolen" Soap. The bars pass from the press to a moving belt, which feeds them to the wrapping machine. Each machine can wrap and pack over 50,000 bars of Soap a day.

(described on page 29)

The Deldare Ware made here is a valuable addition to the ceramic art, and appeals strongly to collectors and to those who want the best. Its body is olive green, of a peculiarly pleasing shade. It is easy to make a colored glaze on a white background, but this exceptional ware shows olive green thruout. That result is far more difficult to obtain. All the decorations are hand-worked. As they are laid on in flat colors under the glaze, rich and attractive effects are obtained. I saw an array of quaint, artistic shapes in plates, tankards, pitchers, teapots, trays, steins, and bowls. Some of its unusual wares are bought by the most prominent firms in the country, but the Company operates the Pottery chiefly for

customers' use. Here, in 1905, was made the first Blue Willow Ware manufactured in America. Originals are daily reproduced with absolute fidelity, and the decorations are sharp and clear. Being under the glaze, they are durable. Prior to 1905, all Blue Willow Ware used in this country had to be imported from England. Those who own this porcelain should acquaint themselves with the interesting love-tale that gave rise to the pattern. It will be sent to all who ask for it. To know its motif makes the dainty service all the more interesting. I saw many beautiful examples of ware in gold and other attractive decorations; also the famous Dr. Syntax's designs, which first appeared in the old blue Staffordshire (England) china, now so rare. These designs are done here in emerald Deldare, and for all practical purposes are good substitutes for originals, whose plates sell at $40, and platters at $300. It is a significant fact that America's leading jewelry firm, for the first time in its history, recently bought a line of Buffalo Pottery Ware for its china and porcelain departments. Before this, it had always refused to carry any American ware in stock.



This machinery, for Drying Toilet Soaps, was imported from France. No soaps from that or any foreign land have any advantages over those made here. The Toilet Soap is shown as it enters the drying machinery.
(described on page 40)

A new Teapot was worth notice and I was so much pleased with it that I ordered several like it. It is of vitreous china, decorated in blue under the glaze. Tea leaves are placed in the pendant ball under the lid, which is lowered while the tea is infusing and raised after it has brewed.

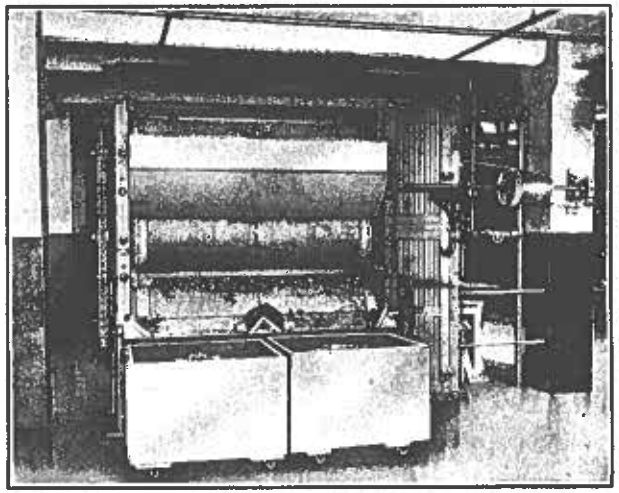
Soap as it comes from the Plodder.

The soap cut in sections for pressing.

The cover can be lifted off but can not by any chance fall off, no matter at what angle the teapot is held. The device is very clever, as is a new dish for serving corn on the cob. This piece is shaped like an ear of corn, but is slightly larger. Small recesses are on either side for salt and pepper. The dish is warmed, butter is placed at the bottom, and the corn laid in it.

The conversion of clay into beautiful specimens is so entertaining and instructive that I was delighted and well repaid for watching carefully everything up to the time when the "biscuit" I had seen made was carried to the kilns to be fired.

Time was, when people on hearing the name Larkin, said, "Oh yes, you mean the soapmakers in Buffalo." Today over two million families, and some other people, know that altho this Company is one of the oldest and largest of the world's soapmakers, Soap is only one of several hundred articles it manufactures or sells in enormous quantities! It should be as natural to associate the name "Larkin" with Coffee, Perfumery, Baking Powder, Washing-Machines, Crockery, etc., as it is with Soap. After reading this booklet, I think my friends will remember that, important tho it be, soap is only a part of this vast business.



Part of the process of making delicate Toilet Soaps. The Soap emerges chipped and dry, ready to be milled, as shown in the picture. No crutchers are used.
(described on page 40)

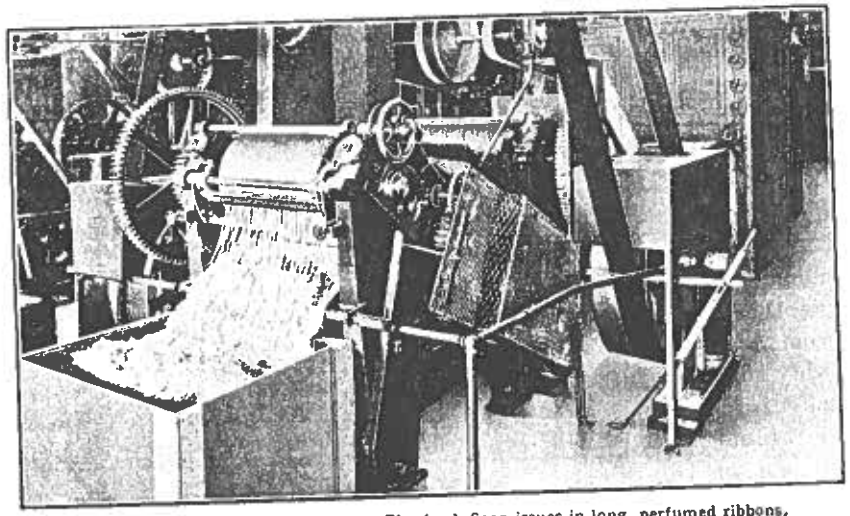
Larkin goods are never found on sale at retail stores. You should not expect grocers nor middlemen to make complimentary references to

After pressing and stamping, the finished cakes of Soap look thus.

BUFFALO ENG. CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY

Larkin high quality and low prices. The Company sells direct to consumers. The only fair way to judge the value of its goods and service is to use a trial lot—and not listen to what people say who have never tried them.

Forehanded ordering by mail—that really is all that dealing here involves—certainly is preferable to forced "shopping," with its attendant weariness and disappointments, and is far more economical. If you have not tried this plan, I advise you to begin. A little foresight in sending an order will enable a customer to receive goods when needed. Orders are shipped one or two days after receipt here, or at any Branch.



Machine for Milling Toilet Soaps. The fresh Soap issues in long, perfumed ribbons, having passed thru huge granite rollers whose pressure imparted evenness and uniformity thruout.
(described on page 40)

The Catalog of Products and Premium Merchandise is filled with facts of vital interest to housewives. This invaluable "first aid" to the perplexed is sent only on application. It tells in simple language how the Company is able to do so much for its customers, thru their combined orders. What this buying power means is shown by the statistics given on page 12.

Thousands will remember the Chautauqua Desk, whose start was due to the Larkin Co. Well do I remember seeing this in many homes, in my travels across the Continent. Buying in vast numbers, the

Company obtained great advantages in price, which enabled it to sell these desks to customers at unheard-of low figures. They still reflect every improvement in design and quality which constant study by experts shows would be worth while.

Perfect service is the aim and keynote of this business. All of the workers appreciate that customers must be served as well and as quickly as possible. Looking over the incoming mail I found difficulty in comprehending letters from several customers who had not expressed themselves clearly. I was told that at times a few customers do not understand the Company's letters, but in such cases the firm is not satisfied until everything has been made entirely clear to the customer.

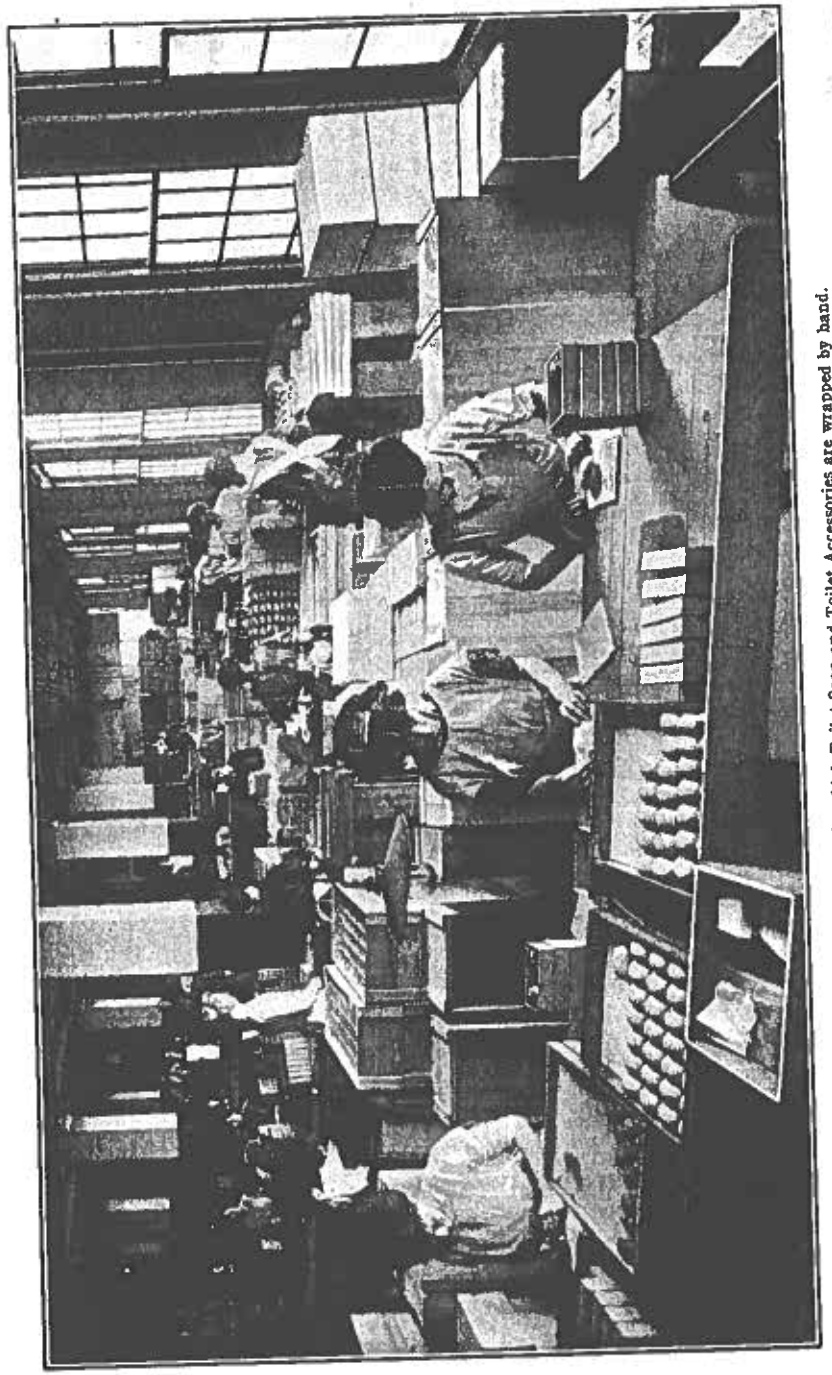
A corner of storehouse in which Teas imported from Japan, China and Ceylon lie awaiting re-packaging. The chests are lead-lined and "air-tight."
(described on page 54)

I was especially interested in a 30-days' trial offer, which overcomes the objection of doubters, who "can not see how so much can be sold for so little money." Altho the Company never professes to give "something for nothing," this offer shows how $20 worth of Products may be bought for $10, or—simply putting it in another form—how $10 worth of Products can be bought for $10 and Premium Merchandise taken as a bonus on the purchase. What more can one expect?

The Company's Guaranty is as liberal as any I ever saw. In fact, I do not remember any other that is quite so fair. It includes: "Money back if anything proves unsatisfactory after trying a generous quantity of the article." The Company gives all who are interested in reducing the cost of living—without sacrificing quality—an opportunity to find out for themselves the large saving they can make here.

I saw some of the medals which had been awarded to the Larkin Co.

BUFFALO & ERIE CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY



Section of department in which Toilet Soap and Toilet Accessories are wrapped by hand. (described on page 45)

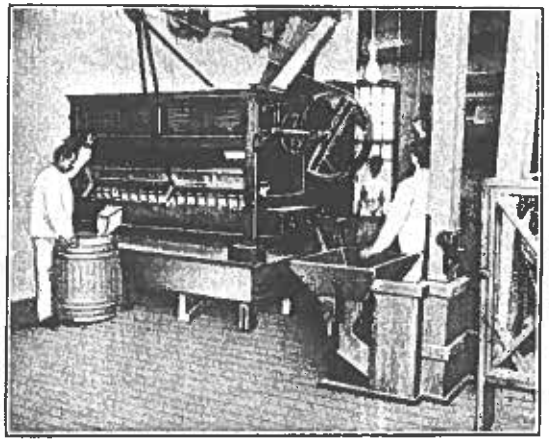
BUFFALO & ERIE CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY

There are many, also diplomas from State Fairs, etc., but I mention only a few of the more important ones:

Pan-American Exposition, Buffalo, N. Y., 1901. Two Gold Medals for Soap and Glycerine. One Silver Medal for Perfume. Three Bronze Medals for Silver Polish, Toilet Preparations, and Installation.

Omaha Exposition, 1898, Gold Medal for Soap.

Jamestown Exposition, 1907, Silver Medal for Soap and Toilet Preparations, and a Gold Medal for Effective and Artistic Installation of Exhibit.



Grinding Machines in which aromatic Spices are ground. (described on page 55)

I came to inspect and report on these factories—not to advertise the Company's articles. Yet it seems to me—in view of my satisfaction with everything here—that the buying public should have a better knowledge of the Larkin Co.'s existence and of its various Products, Premium Merchandise, and Groceries. Men and women should know that it will be easy for them to live more comfortably, pay much less than they are paying for supplies, and in a few months—without outlay—become the owners of valuable articles for home and personal use.

The Premium Merchandise plan was originated and is maintained by the Company. But its Premium Merchandise is not "cheap"—except in price—and everybody should learn its merits. Its large Catalog describes and illustrates everything the Company makes or sells. It solves many trying problems for women who want to know what to wear, what to eat, and how to furnish the home suitably, at the least outlay.

It has been unusually difficult to plan and write this book. When I was giving the best counsel I could to American housewives who wrote to me, my task was simple, and not much space was needed. In my contributions to publications I am not limited in space, nor do I need

much, having only to deal with a few subjects at one time. But in describing this vast establishment, and in the presence of its bewildering operations, I feel lost. No one can go thru unaided and find the way out. Altho I had capable guides, I often felt that there was far too much to take in.

We Americans are accused by foreigners of extravagance, and there is some truth in the accusation. It was not always so, for well within the memory of many readers, there was a time when we housewives marketed in person. Later we sent the maid. Then we used the telephone. We asked the grocer, "Is your coffee good?" He always replied, "Yes, ma'am." Did he ever tell you that it was not good? When the disappointing brand arrived we had to put up with it. We could not wait, as the coffee was "out."

Making Roasting Tests from selected samples of green Coffees, before blending. (described on page 53)

It is this free way of spending money in American homes that has given us a reputation for extravagance. Our housekeeping is loose, and our kitchens and dining-rooms have accustomed us to the exorbitant prices demanded by today's restaurants. They have soared alarmingly in the last few years.

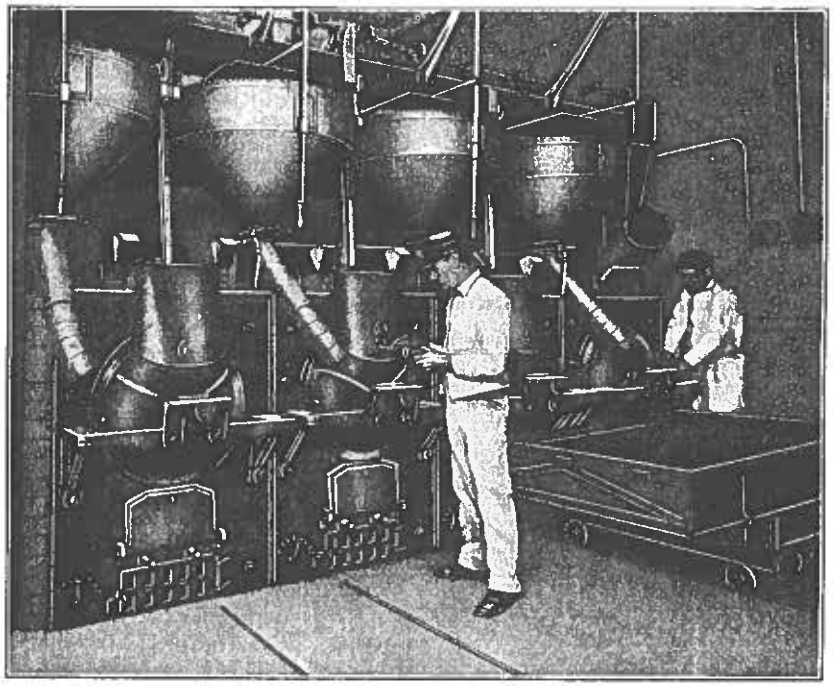
Altho the average householder is earning as much as ever—possibly more—he finds it far more difficult to make ends meet than it ever was before. His hard-earned cash is going out daily for many things that promote neither the family's comfort nor welfare. This is true of food, clothing, incidentals, trimmings, and some articles of no actual value. Why is this? Is it not largely because of our indifference to little savings?

It is a mistaken belief that so-called poor people are the only ones who gain by dealing with Larkin. All classes benefit here—wealthy or not—for the Company knows no caste. Big things are made of little ones. The day laborer's dollar is as welcome and has as great purchasing power here as the millionaire's.

BUFFALO & ERIE CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY

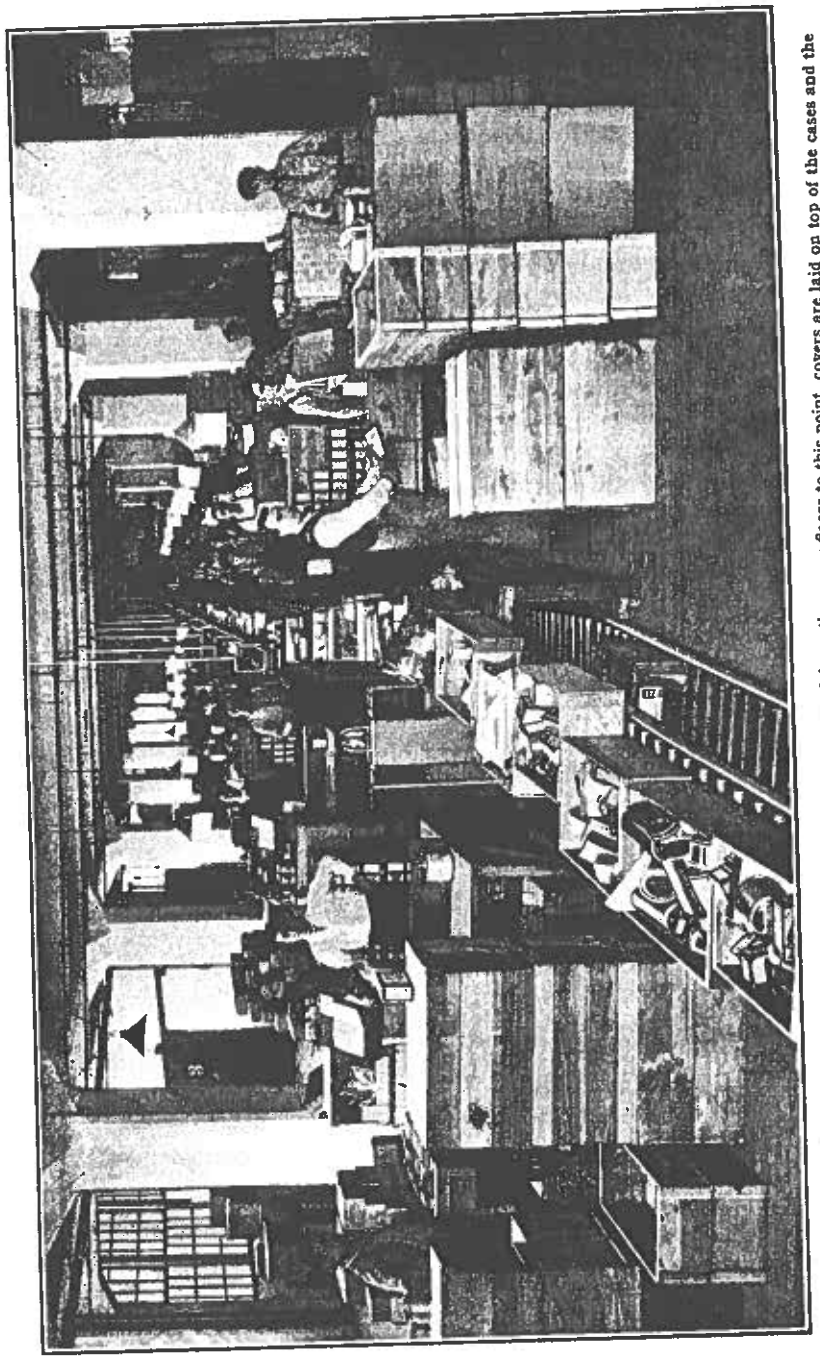
As President Larkin said to me, "If only the people—all the people—knew what we do for them!" Fortunately many are finding out, as millions have found out.

My object has not been to burn incense at the Company's shrine, but to give my readers some reasons why this business has grown to enormous proportions. I have sketched only outlines of most features. Much as I should like to have told you about other articles and processes,



Part of the Coffee Roasting Plant, showing devices for heat regulation. Only hard coal is used for fuel. The loaded car at right contains the roasted beans, ready for grinding or sending out whole. (described on page 51)

lack of space prevents. But it is a pleasure to say that my investigations convinced me that everything here is entitled to highest commendation. The Company conducts its housekeeping in the right way. Everything "from cellar to garret" is in fine condition. The Larkin Factories are a model plant. I found that nothing pleases the Company quite as much as to have strangers compare its goods, prices and methods with those found elsewhere.



Section of Packing Department and Nailing Department Goods travel from the upper floors to this point, covers are laid on top of the cases and the movable platform carries them to the machines which nail the covers tight.
(described on page 66)

BUFFALO & ERIE CO. LIBRARY & ARCHIVES HISTORICAL SOCIETY

In this pushing age the past is too often ignored, but with the evidence of great achievements all around me, I can not consistently avoid mentioning this Company's thirty-eight years' record for honesty and generous treatment of customers. This has never been impeached. When I think of the saving it has made possible thru co-operation, my thoughts go out to the hosts of American men—for the most part admirable husbands—who should have something left in the bank at the year's end, but often have nothing, or little. They deserve to profit by the Larkin Idea! Home necessaries are absorbing too much cash, and in calling housekeepers' attention to this "Idea," which reduces grocery and other bills from one-fourth to one-half, I know that I am contributing greatly to the general welfare.

Automatic machine for weighing Coffee and filling cans.
(described on page 51)

What I wanted very much to do on coming here, was to find what would benefit the women of America—facts which would enable them to get the best quality of everything, and at the same time admit of their cutting down household expenses to the lowest point. I have shown the great care exercised in all of the Company's operations. Its vigilance begins in distant parts of the world, and is not relaxed until the finished

articles have been approved by the customer. I have told you something about the raw materials used, and regret not to have room to tell more about them, and other interesting importations. But after all, I did not inspect the factories for the purpose of writing a physical geography, nor a text-book on chemistry.

On taking leave of this model plant, whose high-priest is Service, and whose hand-maiden is Purity, I asked myself, "What led to this wonderful development?" I think I have found the answer: it is not only the Company's co-operation—which enables its customers to make large savings—altho this is a fundamental; but there are other reasons for its pre-eminence, among which I place these:

Machinery for cleaning Peanuts. After being cleaned, a broad Conveyor carries them to the workers, who inspect closely and throw out any under size.
(described on page 32)

It conducts a "clean store"—not a dirty one—altho its "store" exceeds in size and sales two thousand ordinary stores combined.

It is most accommodating; never disobliging.

It is careful in filling orders; not heedless.

It shows the utmost courtesy to all alike; not incivility.

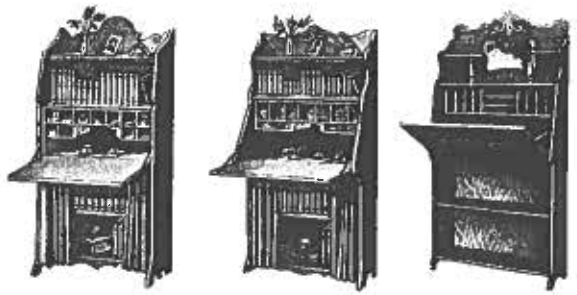
It expresses intense activity; not sluggishness.

It gives large values and generous measure; never niggardly nor scanty equivalents.

It sends customers rather more than they expected, instead of skimming the cream or paring the cheese.

That it is absolutely honest—not crooked, or "near honest"—would not need mention, except to contrast these sterling qualities with less worthy attributes sometimes found elsewhere.

If my painstaking and minute investigations of conditions lead those who have never dealt with Larkin to send a trial order, I shall feel that my work has not been in vain. I enjoyed every hour spent there, and left reluctantly. May I say emphatically that no official or worker in the Larkin institution ever hinted, suggested or asked me to say anything in the Company'sfavor? What I have written was voluntary on my part, and prompted by unqualified satisfaction with all that I saw. I am averse to endorsements and seldom give a testimonial. But there are exceptions to every rule, and in commending the Larkin Co., its methods and its goods, I have departed from my life-long practice for the benefit of my countrywomen.



Evolution of the Chautauqua Desk. The latest improved style, shows an imported beveled plate mirror.
(described on page 74)

(Signature of) Marion Harland

Gold Medal awarded to Larkin Co. in 1898 by the Omaha Exposition
(described on page 77)

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